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COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF PUBLIC UTILITIES
DPU 09-01-A

PUBLIC EVIDENTIARY HEARING, held at the
Department of Public Utilities, One South Station,
Boston, Massachusetts, on Monday, May 11, 2009,
commencing at 10:11 a.m., concerning:

FITCHBURG GAS AND ELECTRIC LIGHT COMPANY

SITTING: Laura Koepnick, Hearing Officer
Joan Foster Evans, Hearing Officer
Barry Perlmutter, Director, Electric
Power Division
Ghebre Daniel, Assistant Director,
Electric Power Division
Paul Osborne, Assistant Director, Rates
and Revenue Requirements Division
Shashi Parekh, Analyst
Donald Nelson, Analyst

-----Reporter: Alan H. Brock, RDR, CRR-----
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<p>1 APPEARANCES:</p> <p>2 Dewey & LeBoeuf LLP Scott J. Mueller, Esq. 3 Meabh Purcell, Esq. 260 Franklin Street 4 Boston, Massachusetts 02110-3173 617.748.6843 fax: 617.897.9043 5 smueller@dl.com; mpurcell@dl.com for Fitchburg Gas and Electric Light Company</p> <p>6 Gary Epler, Esq. 7 Unitil Service Corporation 6 Liberty Lane West 8 Hampton, New Hampshire 03842 603.773.6440 fax: 603.773.6605 9 epler@unitil.com for Fitchburg Gas and Electric Light Company</p> <p>10 Office of the Attorney General 11 James Stetson, Esq. Sandra Callahan Merrick, Esq. 12 Tackey Chan, Esq. Assistant Attorneys General 13 One Ashburton Place Boston, Massachusetts 02108 14 james.stetson@state.ma.us sandra.callahan@state.ma.us 15 tackey.chan@state.ma.us 617.727.2200 fax: 617.727.1047</p> <p>16 Keegan Werlin, LLP 17 Robert N. Werlin, Esq. 265 Franklin Street 18 Boston, Massachusetts 02110-3113 617.951.1400 fax: 617.951.1354 19 rwerlin@keeganwerlin.com for NSTAR Electric Company</p> <p>20 Kopelman & Paige, P.C. 21 Richard Bowen, Esq. 101 Arch Street 22 Boston, Massachusetts 02110 617-556-0007 fax: 617-654-1701 23 rbowen@k-plaw.com 24 for the Town of Lunenburg</p>	<p>4</p> <p>1 May 11, 2009 10:11 a.m.</p> <p>2 P R O C E E D I N G S</p> <p>3 MS. KOEPNICK: Good morning. This is an</p> <p>4 evidentiary hearing in the matter captioned DPU</p> <p>5 09-01-A, an investigation by the Department of</p> <p>6 Public Utilities on its own motion into the</p> <p>7 preparation and response of Fitchburg Gas and</p> <p>8 Electric Light Company, doing business as Unitil,</p> <p>9 hereinafter "Unitil" or "company," to the December</p> <p>10 12, 2008 winter storm, hereinafter "winter storm</p> <p>11 2008." This investigation is being conducted</p> <p>12 pursuant to General Laws Chapter 164, Sections 76</p> <p>13 and 1E.</p> <p>14 My name is Laura Koepnick, and I am one</p> <p>15 of the hearing officers assigned to this case by the</p> <p>16 Commission. With me on the bench, to my left, Joan</p> <p>17 Foster Evans, also a hearing officer assigned to</p> <p>18 this matter; Barry Perlmutter, director of the</p> <p>19 Electric Power Division; Donald Nelson, analyst with</p> <p>20 the Electric Power Division; Shashi Parekh, analyst</p> <p>21 with the Electric Power Division; and far on the</p> <p>22 end, Ghebre Daniel, assistant director of the</p> <p>23 Electric Power Division; and to his right, Paul</p> <p>24 Osborne, assistant director with the Rates and</p>
<p>3</p> <p>1 Altman & Altman Barry M. Altman, Esq. 2 404 Main Street Wilmington, Massachusetts 01887 3 978.658.3388 fax: 978.694.4061 altmanlaw2@aol.com 4 for consumers and businesses in Ashby, Lunenburg, Fitchburg, and Townsend</p> <p>5</p> <p>6 Bonville & Howard Edwin H. Howard, Esq. 7 154 Prichard Street Fitchburg, Massachusetts 01420 8 978.345.4144 fax: 978.345.2261 ed@bonvillelaw.com 9 for consumers and businesses in Ashby, Lunenburg, Fitchburg, and Townsend</p> <p>10</p> <p>11</p> <p>12</p> <p>13</p> <p>14</p> <p>15</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p>	<p>5</p> <p>1 Revenue Requirements Division.</p> <p>2 This investigation began on January 7th,</p> <p>3 2009, when the Department issued an order opening an</p> <p>4 investigation into the preparation and response of</p> <p>5 all four of the state's electric distribution</p> <p>6 companies into their preparation and response to the</p> <p>7 winter storm 2008. The Department subsequently held</p> <p>8 public hearings in all four of the service</p> <p>9 territories, including two public hearings in</p> <p>10 Unitil's service territory. The first of those</p> <p>11 public hearings took place on January 27, 2009, in</p> <p>12 the City of Fitchburg, and the second took place on</p> <p>13 February 3, 2009, in the Town of Lunenburg. On</p> <p>14 February 6, 2009, the Department issued a notice of</p> <p>15 procedural conference and request for petitions for</p> <p>16 intervention specifically into the preparation and</p> <p>17 performance of Unitil into winter storm 2008. The</p> <p>18 procedural conference was held on March 2nd, 2009.</p> <p>19 At this point, would counsel for the</p> <p>20 company please identify themselves for the record.</p> <p>21 MR. MUELLER: Good morning. On behalf</p> <p>22 of Fitchburg Gas and Electric Light Company, doing</p> <p>23 business as Unitil, my name is Scott Mueller, Dewey</p> <p>24 & LeBoeuf. Also appearing with me today is Meabh</p>

<p style="text-align: center;">6</p> <p>1 Purcell, Dewey & LeBoeuf, and Gary Epler, chief 2 regulatory counsel for Unitil.</p> <p>3 MS. KOEPNICK: Pursuant to notice given 4 under Massachusetts General Laws Chapter 12, Section 5 11E, the Attorney General is a full party in this 6 action. Would the Assistant Attorneys General 7 please identify themselves for the record.</p> <p>8 MR. STETSON: On behalf of the Attorney 9 General, Martha Coakley, my name is James Stetson, 10 Assistant Attorney General, and with me today is 11 Assistant Attorney Generals Tackey Chan and Sandra 12 Merrick. Also at the table is utility industry 13 analyst Fred Plett.</p> <p>14 MS. KOEPNICK: Thank you. The following 15 parties were granted full intervenor status at the 16 procedural conference on March 2nd, 2009: National 17 Grid, the Town of Lunenburg, hereinafter Lunenburg, 18 and the Brotherhood of Utility Workers Council and 19 BUW Local 340, hereinafter collectively "unions." 20 Would counsel for the intervenors please introduce 21 themselves, if present.</p> <p>22 MR. BOWEN: Richard Bowen, of Kopelman & 23 Paige PC, town counsel for Lunenburg.</p> <p>24 MS. KOEPNICK: Thank you. Additionally,</p>	<p style="text-align: center;">8</p> <p>1 that it intended to incorporate by reference, 2 pursuant to 220 CMR Section 1.10, Subsection 3, the 3 record evidence from its investigations into the 4 performance and preparation of National Grid, NSTAR 5 Electric Company, and Western Massachusetts Electric 6 Company into winter storm 2008. Those matters are 7 docketed as DPU 09-01-B, 09-01-C, and 09-01-D.</p> <p>8 On May 8, 2009, the company submitted a 9 written objection to incorporating these dockets by 10 reference. Just this morning I also received a 11 petition from NSTAR Electric Company to intervene as 12 a full party on that limited matter only.</p> <p>13 For now, what we're going to do is, 14 we've received the objection. We're going to take 15 NSTAR's petition under advisement. In order for the 16 intervenors to be given sufficient time, we've 17 agreed that any responses to the objection, the 18 company's objection, or to NSTAR's petition are due 19 in writing by close of business on Thursday, May 20 15th, 2009. Is that correct? Is that your 21 understanding?</p> <p>22 MR. STETSON: Yes, that's our 23 understanding. Thank you.</p> <p>24 MS. KOEPNICK: Counsel for Lunenburg?</p>
<p style="text-align: center;">7</p> <p>1 the following parties were granted limited- 2 participant status by the Department: Attorneys 3 Barry Altman and Edwin Howard.</p> <p>4 Would counsel for limited participants 5 please introduce themselves.</p> <p>6 MR. WERLIN: For NSTAR Electric, Robert 7 Werlin, Keegan Werlin LLP.</p> <p>8 MR. HOWARD: Attorney Edwin Howard, and 9 next to me is Barry Altman.</p> <p>10 MS. KOEPNICK: I note that this is an 11 evidentiary hearing and that the Department and the 12 parties will question all participants in this 13 matter. I have been provided with a joint exhibit 14 list, and I believe that is from the Attorney 15 General, Lunenburg, and the company; is that 16 correct?</p> <p>17 MS. PURCELL: That's correct.</p> <p>18 MS. KOEPNICK: This is marked for 19 identification purposes only. We'll entertain a 20 motion to move exhibits into the record at the close 21 of the hearings.</p> <p>22 A few procedural matters to put on the 23 record before we begin. First of all, the 24 Department gave notice to parties on May 5th, 2009,</p>	<p style="text-align: center;">9</p> <p>1 MR. BOWEN: Yes.</p> <p>2 MS. KOEPNICK: Any questions on that 3 matter?</p> <p>4 Additionally, the Department would like 5 to incorporate by reference the company's service- 6 quality results for years 2002 through 2008. These 7 are docketed as DTE 03-19, DTE 04-21, DTE 05-21, DTE 8 06-21, DTE/DPU 07-21, DPU 08-18, and finally, DPU 9 09-18. Are there any objections to the Department 10 incorporating these dockets by reference?</p> <p>11 MR. MUELLER: The company would object 12 to the extent that it may want to supplement the 13 record with additional materials, to put some of 14 those service-quality reports in context.</p> <p>15 I would also ask a point of 16 clarification: Does the Department intend to 17 incorporate the entire record from those 18 proceedings, or just the service-quality reports?</p> <p>19 MS. KOEPNICK: The entire record.</p> <p>20 MR. MUELLER: I would just note: I 21 would like to reserve the right to respond, as we 22 are just receiving notice of this now. That's a 23 large amount of material to incorporate into another 24 record. I can't respond right now because of that.</p>

<p style="text-align: center;">10</p> <p>1 MS. KOEPNICK: Any response from any of</p> <p>2 the other intervenors?</p> <p>3 MR. BOWEN: No objection.</p> <p>4 MR. STETSON: We have no objection.</p> <p>5 Might I just note before we move on: I</p> <p>6 believe you may have said that responses are due by</p> <p>7 Thursday, close of business, on the 15th. I've been</p> <p>8 told that that's the 14th.</p> <p>9 MS. KOEPNICK: Thank you. The close of</p> <p>10 business Thursday. Thank you for clarifying.</p> <p>11 At this point I am going to incorporate</p> <p>12 the aforementioned documents into the record,</p> <p>13 pursuant to 220 CMR Section 1.10, Subsection 3, and</p> <p>14 the company can reserve its right to respond if it</p> <p>15 so chooses. As far as a time frame for that --</p> <p>16 MR. MUELLER: By Thursday?</p> <p>17 MS. KOEPNICK: That works.</p> <p>18 One final procedural matter: There's a</p> <p>19 motion for confidential treatment of certain</p> <p>20 materials in this case that was filed by the company</p> <p>21 on April 21st, 2009, pursuant to Mass. General Laws</p> <p>22 Chapter 25, Section 5D. That motion requests</p> <p>23 confidential treatment of Attachments 1 and 2 to the</p> <p>24 company's response to Information Request AG-5-177.</p>	<p style="text-align: center;">12</p> <p>1 will present its final witness, Mr. Robert Yardley,</p> <p>2 Jr., separately. Is the company prepared to begin</p> <p>3 its direct examination?</p> <p>4 MS. PURCELL: Yes, we are.</p> <p>5 MS. KOEPNICK: Would the witnesses</p> <p>6 please raise your right hands.</p> <p>7 THOMAS P. MEISSNER, JR., GEORGE R.</p> <p>8 GANTZ, MARK LAMBERT, RAYMOND LETOURNEAU,</p> <p>9 and RICHARD FRANCAZIO, Sworn</p> <p>10 MS. KOEPNICK: The company may proceed</p> <p>11 with its direct examination. Please introduce each</p> <p>12 of the witnesses.</p> <p>13 MS. PURCELL: Thank you.</p> <p>14 DIRECT EXAMINATION</p> <p>15 BY MS. PURCELL:</p> <p>16 Q. Mr. Meissner, would you please state your</p> <p>17 full name and your title and your business address</p> <p>18 for the record.</p> <p>19 A. [MEISSNER] My name is Thomas Meissner, Jr.</p> <p>20 My title is senior vice-president, chief operating</p> <p>21 officer. My business address is 6 Liberty Lane in</p> <p>22 Hampton, New Hampshire.</p> <p>23 Q. Mr. Gantz, would you please state your name</p> <p>24 and your title.</p>
<p style="text-align: center;">11</p> <p>1 which contain the hourly rate and fee charged by</p> <p>2 Mr. Yardley in performing the company's self-</p> <p>3 assessment. I note that the company has filed</p> <p>4 redacted versions of those attachments for the</p> <p>5 public record. The Department received no</p> <p>6 objections to this motion. The Department finds</p> <p>7 that the aforementioned documents contain</p> <p>8 confidential and competitively sensitive</p> <p>9 information.</p> <p>10 Accordingly, these documents are granted</p> <p>11 confidential treatment pursuant to Mass. General</p> <p>12 Laws Chapter 25, Section 5D. Consistent with the</p> <p>13 Department's precedent and practice, the</p> <p>14 confidential treatment will be granted for a period</p> <p>15 of three years from the date of the final order in</p> <p>16 this docket. If the company determines that it</p> <p>17 needs to extend the period of confidential</p> <p>18 treatment, it may request an extension for good</p> <p>19 cause shown. Any questions on that?</p> <p>20 Are there any procedural matters we need</p> <p>21 to address before we begin?</p> <p>22 Let's move on to the evidentiary</p> <p>23 hearing. We have agreed that the company will</p> <p>24 present five of its witnesses as a panel and then</p>	<p style="text-align: center;">13</p> <p>1 A. [GANTZ] My name is George Gantz. I'm</p> <p>2 senior vice-president of customer services and</p> <p>3 communications. My business address is 6 Liberty</p> <p>4 Lane, West Hampton, New Hampshire.</p> <p>5 Q. Mr. Letourneau, would you please state your</p> <p>6 full name and your title and your address.</p> <p>7 A. [LETOURNEAU] My name is Raymond A.</p> <p>8 Letourneau, Jr. I am the director of electric</p> <p>9 operations for Unitil. My business address is 6</p> <p>10 Liberty Lane in Hampton, New Hampshire.</p> <p>11 Q. And Mr. Lambert, please state your name and</p> <p>12 your title and your address.</p> <p>13 A. [LAMBERT] My name is Mark Lambert, and I</p> <p>14 am the director of customer services. My address is</p> <p>15 5 McGuire Street in Concord, New Hampshire.</p> <p>16 Q. And Mr. Francazio, please state your full</p> <p>17 name.</p> <p>18 A. [FRANCAZIO] My name is Richard Louis</p> <p>19 Francazio. I work at 6 Liberty Lane in New</p> <p>20 Hampshire.</p> <p>21 Q. What is your title?</p> <p>22 A. [FRANCAZIO] I am the director of emergency</p> <p>23 management and compliance at Unitil.</p> <p>24 Q. Mr. Meissner, did you submit prefiled</p>

<p style="text-align: center;">14</p> <p>1 direct, rebuttal, and surrebuttal testimony, and</p> <p>2 were you also responsible for certain discovery</p> <p>3 responses in this proceeding?</p> <p>4 A. [MEISSNER] Yes, that is correct.</p> <p>5 Q. Mr. Gantz, did you also submit direct and</p> <p>6 rebuttal and surrebuttal testimony and did you</p> <p>7 respond to certain discovery responses in the</p> <p>8 proceeding?</p> <p>9 A. [GANTZ] Yes.</p> <p>10 Q. And Mr. Letourneau, did you file direct and</p> <p>11 rebuttal and surrebuttal testimony and draft certain</p> <p>12 discovery responses?</p> <p>13 A. [LETOURNEAU] Yes, I did.</p> <p>14 Q. Mr. Lambert?</p> <p>15 A. [LAMBERT] Yes, I did.</p> <p>16 Q. And Mr. Francazio?</p> <p>17 A. [FRANCAZIO] Yes, I did.</p> <p>18 Q. Mr. Francazio, in fact, did you submit</p> <p>19 surrebuttal testimony only in this proceeding?</p> <p>20 A. [FRANCAZIO] Surrebuttal and worked on the</p> <p>21 AG responses as well.</p> <p>22 MS. EVANS: There's a fan right here,</p> <p>23 and it makes it hard sometimes for the Bench to hear</p> <p>24 because of the noise of the fan. So you have to</p>	<p style="text-align: center;">16</p> <p>1 Q. And finally, the surrebuttal testimony</p> <p>2 filed on May 1st.</p> <p>3 A. [MEISSNER] Yes, this is surrebuttal</p> <p>4 testimony of Tom Meissner, George Gantz, Mark</p> <p>5 Lambert, Raymond Letourneau, and Richard Francazio.</p> <p>6 MS. PURCELL: And this has been</p> <p>7 premarked as FGE-4.</p> <p>8 MS. KOEPNICK: Thank you.</p> <p>9 Q. Mr. Meissner, were Exhibits FGE-1, 2, 3,</p> <p>10 and 4 prepared by you or under your direction or</p> <p>11 supervision?</p> <p>12 A. [MEISSNER] Yes.</p> <p>13 Q. Do you have any changes or corrections to</p> <p>14 the report, to the testimony, or to any of the</p> <p>15 discovery responses for which you are responsible?</p> <p>16 A. [MEISSNER] I do not.</p> <p>17 Q. If I were to ask you the same questions</p> <p>18 today as are set forth in the direct examination,</p> <p>19 the rebuttal, and the surrebuttal, would your</p> <p>20 answers be substantially the same?</p> <p>21 A. [MEISSNER] Yes, they would.</p> <p>22 Q. And do you adopt your testimony and</p> <p>23 discovery responses as your sworn testimony in this</p> <p>24 proceeding?</p>
<p style="text-align: center;">15</p> <p>1 speak up so that we can hear you. Thank you.</p> <p>2 Q. Mr. Meissner, I'm going to show you some</p> <p>3 documents that have been premarked. The first one</p> <p>4 has been premarked as Exhibit FGE-1. Could you</p> <p>5 please identify this document for me?</p> <p>6 A. [MEISSNER] Yes. This is the direct</p> <p>7 testimony of Thomas Meissner, George Gantz, Mark</p> <p>8 Lambert, and Raymond Letourneau.</p> <p>9 MS. PURCELL: This is premarked as</p> <p>10 Exhibit FGE-1.</p> <p>11 Q. I'm going to show you a document entitled</p> <p>12 Report of Unitil and ask if that is the company's</p> <p>13 filing on February 23rd in this proceeding.</p> <p>14 A. [MEISSNER] Yes, that is correct.</p> <p>15 MS. PURCELL: The report of Unitil/</p> <p>16 Fitchburg Gas and Electric Light Company has been</p> <p>17 premarked as Exhibit FGE-2.</p> <p>18 Q. Could you please identify this document</p> <p>19 dated April 17th.</p> <p>20 A. [MEISSNER] This is rebuttal testimony of</p> <p>21 Thomas Meissner, George Gantz, Mark Lambert, and</p> <p>22 Raymond Letourneau.</p> <p>23 MS. PURCELL: The rebuttal testimony has</p> <p>24 been premarked as Exhibit FGE-3.</p>	<p style="text-align: center;">17</p> <p>1 A. [MEISSNER] I do.</p> <p>2 Q. Mr. Meissner, could you briefly summarize</p> <p>3 the areas of the panel's testimony and surrebuttal</p> <p>4 and rebuttal and the report for which you have</p> <p>5 responsibility.</p> <p>6 A. [MEISSNER] Yes. I'm responsible for the</p> <p>7 company's overall operational and asset-management</p> <p>8 strategy, including aspects related to reliability</p> <p>9 strategy and reliability performance, as well as</p> <p>10 aspects related to information systems, operational</p> <p>11 systems, such as advanced metering infrastructure,</p> <p>12 outage-management systems, and geographic</p> <p>13 information systems. So I'll be responding in those</p> <p>14 areas.</p> <p>15 Q. Thank you. Mr. Gantz, were Exhibits FGE-1,</p> <p>16 2, 3, and 4 prepared by you or under your direction</p> <p>17 and supervision?</p> <p>18 A. [GANTZ] Yes.</p> <p>19 Q. Do you have any changes or corrections to</p> <p>20 any of the exhibits or to the discovery responses</p> <p>21 for which you are responsible?</p> <p>22 A. [GANTZ] No.</p> <p>23 Q. And if I were to ask you the same questions</p> <p>24 today as set forth in the prefiled testimony and in</p>

<p style="text-align: center;">18</p> <p>1 the discovery responses, would your answers be</p> <p>2 substantially the same today?</p> <p>3 A. [GANTZ] Yes.</p> <p>4 Q. And do you adopt your testimony and</p> <p>5 responses as your sworn testimony in this</p> <p>6 proceeding?</p> <p>7 A. [GANTZ] Yes, I do.</p> <p>8 Q. Could you please describe the areas of the</p> <p>9 testimony and the report for which you are primarily</p> <p>10 responsible.</p> <p>11 A. [GANTZ] Yes. I'm responsible for the</p> <p>12 company's overall communications efforts, and</p> <p>13 specifically, in terms of the report and the</p> <p>14 testimony, the area of public communication.</p> <p>15 Q. Mr. Letourneau, were Exhibits FGE-1, 2, 3,</p> <p>16 and 4 prepared by you or under your direction and</p> <p>17 supervision?</p> <p>18 A. [LETOURNEAU] Yes, they were.</p> <p>19 Q. Do you have any changes or corrections to</p> <p>20 either of the testimonies or the discovery</p> <p>21 responses?</p> <p>22 A. [LETOURNEAU] No, I do not.</p> <p>23 Q. If I were to ask you the same questions as</p> <p>24 in the prefiled testimony and in the responses,</p>	<p style="text-align: center;">20</p> <p>1 would your answers be substantially the same today?</p> <p>2 A. [LAMBERT] Yes, they would.</p> <p>3 Q. And do you adopt your testimony and your</p> <p>4 discovery responses as your sworn testimony?</p> <p>5 A. [LAMBERT] Yes, I do.</p> <p>6 Q. And could you briefly describe your areas</p> <p>7 of responsibility.</p> <p>8 A. [LAMBERT] My area of responsibility is the</p> <p>9 customer-service operation, which includes call-</p> <p>10 center operation, answering phone calls, the IVR</p> <p>11 operation, and it also includes all the billing</p> <p>12 aspects as well from this proceeding.</p> <p>13 Q. Thank you. Mr. Francazio, was Exhibit</p> <p>14 FGE-4 prepared by you or under your direction and</p> <p>15 supervision?</p> <p>16 A. [FRANCAZIO] They were.</p> <p>17 Q. And do you have any changes to that</p> <p>18 surrebuttal testimony or to any of the discovery</p> <p>19 responses for which you were responsible today?</p> <p>20 A. [FRANCAZIO] I have no changes.</p> <p>21 Q. And if I were to ask you the same questions</p> <p>22 as set forth in that surrebuttal testimony in</p> <p>23 Exhibit FGE-4, would your answers be substantially</p> <p>24 the same today?</p>
<p style="text-align: center;">19</p> <p>1 would your answers be substantially the same today?</p> <p>2 A. [LETOURNEAU] Yes.</p> <p>3 Q. And do you adopt your testimony and</p> <p>4 discovery responses as your sworn testimony in the</p> <p>5 proceeding?</p> <p>6 A. [LETOURNEAU] Yes, I do.</p> <p>7 Q. Could you please just briefly state the</p> <p>8 area that you are responsible for today.</p> <p>9 A. [LETOURNEAU] I'm responsible for Unitil's</p> <p>10 electric energy-delivery system, construction,</p> <p>11 operation, and maintenance. In the DPU report as</p> <p>12 well as the company's report, I'm directly</p> <p>13 responsible for emergency response, including</p> <p>14 logistics, crew acquisition, crew deployment.</p> <p>15 Q. Thank you. Mr. Lambert, were the Exhibits</p> <p>16 1, 2, 3, and 4 prepared by you or under your</p> <p>17 direction and supervision?</p> <p>18 A. [LAMBERT] Yes, they were.</p> <p>19 Q. Do you have any changes or corrections to</p> <p>20 either of the documents or to the discovery</p> <p>21 responses?</p> <p>22 A. [LAMBERT] No, I do not.</p> <p>23 Q. If I were to ask you the same questions as</p> <p>24 set forth in the testimony and in the responses,</p>	<p style="text-align: center;">21</p> <p>1 A. [FRANCAZIO] They would.</p> <p>2 Q. Do you adopt your surrebuttal testimony and</p> <p>3 the responses to discovery as your sworn testimony</p> <p>4 in this proceeding?</p> <p>5 A. [FRANCAZIO] I do.</p> <p>6 Q. And please describe the areas of the</p> <p>7 testimony and of the report that you can address</p> <p>8 today.</p> <p>9 A. [FRANCAZIO] Mostly, moving forward, how</p> <p>10 we're going to actually implement the 28</p> <p>11 recommendations, self-assessment recommendations.</p> <p>12 Q. Mr. Meissner, could you please summarize</p> <p>13 Unitil's position as it's presented in the testimony</p> <p>14 in these proceedings.</p> <p>15 A. [MEISSNER] I appreciate the opportunity to</p> <p>16 offer an overview of the company's testimony. We</p> <p>17 are here today to present testimony and answer</p> <p>18 questions on the company's response to the December</p> <p>19 2008 ice storm, including the recommendations and</p> <p>20 lessons learned and the input we've received from</p> <p>21 all the parties.</p> <p>22 As a company, we have taken and continue</p> <p>23 to take this matter very seriously. This was a</p> <p>24 natural disaster that for us was without precedent.</p>

<p style="text-align: center;">22</p> <p>1 We had never before experienced such catastrophic 2 damage, nor had we ever been called upon to muster 3 an operational response of this magnitude. 4 We are acutely aware of the impact that 5 this event had on our customers and on the 6 communities that we serve. We understand the outage 7 caused tremendous hardship for residents, 8 businesses, emergency response personnel, and local 9 officials. We recognize the anxiety and the 10 difficulties this outage caused for our customers 11 and for others. 12 The outage also resulted in tremendous 13 hardship for our own employees and for the many 14 hundreds of people from outside the company who were 15 called upon to assist in the restoration effort. We 16 are grateful to those who worked tirelessly under 17 incredibly difficult circumstances to restore power 18 to our customers. 19 In the event we are faced with a natural 20 disaster of this magnitude again in the future, we 21 intend to have implemented lessons learned at all 22 levels of our emergency-planning and response 23 organization. We have expanded the call-handling 24 capability of our call center. We are establishing</p>	<p style="text-align: center;">24</p> <p>1 management and compliance to oversee these 2 functions. And we have hired an individual with 3 tremendous qualifications and experience to lead our 4 emergency planning. Work in many other areas is 5 ongoing, and it touches all the employees in our 6 company. 7 In terms of our participation in this 8 proceeding, we welcome input from the Department and 9 from all the parties. We are determined to learn 10 and incorporate all lessons that will emerge from 11 our post-storm assessment and from this 12 investigation. 13 It is our intention to emerge as a 14 primary organization in the area of emergency 15 management. With the quality of employees that we 16 have working at our company, we believe that we can 17 accomplish this. Thank you. 18 MS. PURCELL: Thank you. I have nothing 19 further. The panel is available for questioning. 20 MS. KOEPNICK: Let's move on to cross- 21 examination. I've been notified that the following 22 intervenors intend to conduct cross-examination of 23 this panel of witnesses: the Attorney General; and 24 counsel for Lunenberg reserves his right to question</p>
<p style="text-align: center;">23</p> <p>1 contracts with vendors to assure more crews are 2 available to us in the event of a major storm. We 3 are establishing contracts with vendors for support 4 in such areas as damage assessment so that we can 5 rapidly expand the size of our work force in the 6 event of a major disaster. 7 We are implementing crisis response 8 plans and emergency restoration plans based on the 9 National Incident Management System and the Incident 10 Command System. 11 We have established more defined 12 communication protocols with local municipal 13 officials to improve the flow of information to 14 emergency officials and community leaders. We are 15 meeting with emergency officials in each of the 16 towns we serve to solicit input and recommendations, 17 and we will continue that process until all action 18 items have been addressed. 19 We have issued an RFP for an outage- 20 management system and expect to have that system 21 implemented by the end of the year. 22 We have restructured functions related 23 to safety, risk management, and emergency management 24 and have established a director of emergency</p>	<p style="text-align: center;">25</p> <p>1 the witnesses. 2 We'll begin with cross-examination by 3 the Attorney General. Before I begin, I remind the 4 witnesses that they are under oath. Would counsel 5 for the Attorney General who will be doing the 6 initial questioning please identify themselves for 7 the record. 8 MS. MERRICK: My name is Sandy Callahan 9 Merrick for the Attorney General. 10 MS. KOEPNICK: Counsel, will you 11 instruct the witnesses as to whether you will 12 question them as a panel or direct questions to them 13 individually? 14 MS. MERRICK: I plan to question the 15 panel individually. However, if other panelists 16 have comments or wish to also add an answer, please 17 feel free to do so. However, just speak one at a 18 time, for the record. 19 MS. KOEPNICK: If I may add one thing: 20 For any questions that are addressed to the panel, 21 if you have any questions or need a question 22 rephrased, please direct that question to the Bench, 23 and not to the counsel. 24 Please proceed.</p>

<p style="text-align: right;">26</p> <p>1 CROSS-EXAMINATION</p> <p>2 BY MS. MERRICK:</p> <p>3 Q. Good morning, panel. Thank you for</p> <p>4 appearing. Again, I'm Sandra Callahan Merrick, for</p> <p>5 the Attorney General. The Attorney General has a</p> <p>6 few questions for you today. First I'd like to go</p> <p>7 over some preliminary matters, that the hearing</p> <p>8 officer has also covered.</p> <p>9 If you do not hear or do not understand</p> <p>10 a question, please feel free to ask the hearing</p> <p>11 officer for direction. Otherwise I will assume that</p> <p>12 you understand the question. Answer the question</p> <p>13 asked and not some other. If you need a break for</p> <p>14 any reason, just ask the hearing officer.</p> <p>15 Now I have some dry, background</p> <p>16 information questions for you, please. I'll start</p> <p>17 with you, Mr. Francazio. Are you an attorney?</p> <p>18 A. [FRANCAZIO] I am not.</p> <p>19 Q. Are you an engineer?</p> <p>20 A. [FRANCAZIO] I am.</p> <p>21 Q. Are you an economist?</p> <p>22 A. [FRANCAZIO] I am not.</p> <p>23 MS. KOEPNICK: Sir, please speak up.</p> <p>24 Q. Are you an actuary?</p>	<p style="text-align: right;">28</p> <p>1 A. [GANTZ] No.</p> <p>2 Q. And Mr. Lambert, also, are you an attorney?</p> <p>3 A. [LAMBERT] No.</p> <p>4 Q. Are you an engineer?</p> <p>5 A. [LAMBERT] No, I'm not.</p> <p>6 Q. Are you an economist?</p> <p>7 A. [LAMBERT] No.</p> <p>8 Q. Are you an actuary?</p> <p>9 A. [LAMBERT] No.</p> <p>10 Q. Mr. Francazio, could you describe for the</p> <p>11 record what type of engineer you are?</p> <p>12 A. [FRANCAZIO] I'm an electrical engineer,</p> <p>13 and I have an MBA from Boston University as well.</p> <p>14 Q. And similarly, Mr. Letourneau, could you</p> <p>15 describe what type of an engineer you are?</p> <p>16 A. [LETOURNEAU] I am an electrical engineer.</p> <p>17 Q. And Mr. Meissner, the same question?</p> <p>18 A. [MEISSNER] I have bachelor of science</p> <p>19 degrees in both electrical and mechanical</p> <p>20 engineering, but I'm registered as a professional</p> <p>21 engineer in electrical engineering.</p> <p>22 Q. Thank you. I have some questions regarding</p> <p>23 where each of you were during the storm event.</p> <p>24 Again, I'll start with you, Mr. Francazio. Where</p>
<p style="text-align: right;">27</p> <p>1 A. [FRANCAZIO] No, I am not.</p> <p>2 Q. And Mr. Letourneau, are you an attorney?</p> <p>3 A. [LETOURNEAU] No, I am not.</p> <p>4 Q. Are you an engineer?</p> <p>5 A. [LETOURNEAU] Yes, I am.</p> <p>6 Q. Are you an economist?</p> <p>7 A. [LETOURNEAU] No, I'm not an economist.</p> <p>8 Q. Are you an actuary?</p> <p>9 A. [LETOURNEAU] No, I'm not an actuary.</p> <p>10 Q. Mr. Meissner, are you an attorney?</p> <p>11 A. [MEISSNER] I am not.</p> <p>12 Q. Are you an engineer?</p> <p>13 A. [MEISSNER] Yes, I am.</p> <p>14 Q. Are you an economist?</p> <p>15 A. [MEISSNER] No, I am not.</p> <p>16 Q. Are you an actuary?</p> <p>17 A. [MEISSNER] No.</p> <p>18 Q. Mr. Gantz, are you a lawyer?</p> <p>19 A. [GANTZ] No.</p> <p>20 Q. Are you an engineer?</p> <p>21 A. [GANTZ] No.</p> <p>22 Q. Are you an economist?</p> <p>23 A. [GANTZ] No.</p> <p>24 Q. Are you an actuary?</p>	<p style="text-align: right;">29</p> <p>1 were you during Unitil's ice-storm restoration</p> <p>2 effort, which service territory?</p> <p>3 A. [FRANCAZIO] I actually was working for</p> <p>4 National Grid at the time. I was the system</p> <p>5 emergency director at that point. I joined Unitil</p> <p>6 in April of 2009.</p> <p>7 Q. So between the dates of December</p> <p>8 approximately 11th or 12th through December 24th or</p> <p>9 25th you were employed by National Grid?</p> <p>10 A. [FRANCAZIO] I was. And I did go to Unitil</p> <p>11 to support them during the event on the, I believe</p> <p>12 it was the 19th, and I brought a team of folks from</p> <p>13 National Grid over to Unitil and Fitchburg to help</p> <p>14 the restoration.</p> <p>15 Q. What part of the territory?</p> <p>16 A. [FRANCAZIO] We specifically worked in</p> <p>17 Lunenberg, Townsend, and Ashby.</p> <p>18 Q. And what was your function during the</p> <p>19 restoration effort?</p> <p>20 A. [FRANCAZIO] At Unitil I was the director</p> <p>21 of the team that actually was supporting the area at</p> <p>22 the time -- supporting the restoration at the time.</p> <p>23 Q. What specifically? What types of</p> <p>24 restoration efforts?</p>

<p style="text-align: center;">30</p> <p>1 A. [FRANCAZIO] We had over 120 line crews, 2 transmission crews, damage-assessment crews, as well 3 as service crews and tree crews that we brought with 4 us at the time.</p> <p>5 Q. And so the testimony that you've adopted in 6 this case, is this based on your firsthand 7 knowledge?</p> <p>8 A. [FRANCAZIO] Most of the testimony I've 9 provided was around moving forward: What are the 10 new processes and procedures that we're going to 11 institute at Unitil? A lot of it has to do with the 12 National Incident Management System, NIMS, as well 13 as ICS structure, which is the Incident Command 14 structure.</p> <p>15 Q. And are those recommendations about moving 16 forward based upon your firsthand experience during 17 the ice storm?</p> <p>18 A. [FRANCAZIO] It is a combination of the 28 19 self-assessment items, best practices, and my 20 experience in the industry.</p> <p>21 Q. And that would include your experience at 22 National Grid?</p> <p>23 A. [FRANCAZIO] Right, correct.</p> <p>24 Q. And if another outage occurred, say, next</p>	<p style="text-align: center;">32</p> <p>1 With that, I mean there are things like staging 2 sites, damage-assessment processes, logistics, 3 planning sections, and communications that we've 4 already made modifications and we intend to, again, 5 further develop those areas.</p> <p>6 Q. Have there been any live drills of the 7 combination ERP since the '08 storm?</p> <p>8 A. [FRANCAZIO] We're taking a three-phased 9 approach to how we want to implement the changes. 10 No. 1 is at the very strategic level. We've 11 actually implemented a crisis response plan. That 12 crisis response plan is really for the senior team 13 at the organization. There is some discussion about 14 governance around how the crisis team gets engaged. 15 The crisis response plan provides that governance.</p> <p>16 Part of that governance is to implement 17 a crisis response committee. That crisis response 18 committee's role is to identify the incident 19 commander. The incident commander will be the 20 individual completely responsible for the actual 21 restoration process.</p> <p>22 So with that, there is also inherent 23 within that process some governance so that the 24 crisis response committee sets the objectives for</p>
<p style="text-align: center;">31</p> <p>1 week, do you know what your role would be at Unitil?</p> <p>2 A. [FRANCAZIO] Definitely. My role would be 3 to support the operations and the implementation of 4 the new emergency response procedures going forward.</p> <p>5 Q. And those new emergency response 6 procedures, have those been implemented as of yet?</p> <p>7 A. There are portions of them that we are 8 working on right now. It's going to take some time 9 before we can have the full set of procedures 10 developed. Clearly, there's a lot of work that goes 11 with that. It is a complete rewrite of all the 12 procedures that Unitil has today. So with that is 13 going to come not only additional training, but also 14 new processes that have to be institutionalized 15 within the organization. So it's going to take some 16 time before we have the plan fully developed, but 17 clearly, we've prioritized the items that we feel 18 are most relevant for any successful emergency 19 response.</p> <p>20 Q. So hypothetically, if a storm occurred next 21 week, what would you be using as an ERP?</p> <p>22 A. [FRANCAZIO] There would be a combination 23 of the incident command process and some of the 24 existing procedures that exist today at Unitil.</p>	<p style="text-align: center;">33</p> <p>1 the overall response as well. So it starts at the 2 very senior level within the organization. It does 3 include Bob Schoemberger as the chair and his 4 executive team as the committee. So that's the 5 strategic component of it.</p> <p>6 They are working very closely with the 7 tactical team that is going to follow the incident 8 command process, follows the NIMS protocol. The 9 NIMS protocol in general has a series of steps. It 10 includes the command and management aspect, 11 preparedness, resource management, communication, 12 and information management technology, and ongoing 13 maintenance and management of the plan itself.</p> <p>14 So it is a very comprehensive approach 15 to how we're going to, again, change the way we're 16 implementing the emergency response plan going 17 forward. Again, the tactical component obviously 18 has to have some training that's going to go with 19 that. There are a number of the employees that we 20 are now looking at that we would like to insert 21 within the process that might have not been 22 previously utilized in a previous event, in their 23 new roles. But we are doing a gap analysis of what 24 the new plan is going to look like versus what we</p>

<p style="text-align: center;">34</p> <p>1 are going to need going forward under the ERPs.</p> <p>2 That gap analysis will allow us to insert personnel</p> <p>3 and train those personnel.</p> <p>4 Q. Do you plan to have a live drill of the ERP</p> <p>5 when it's ready?</p> <p>6 A. [FRANCAZIO] Yes, and we already have had a</p> <p>7 live drill with the crisis response team. A</p> <p>8 pandemic event, as a matter of fact, was a test of</p> <p>9 that, where we actually brought them together and</p> <p>10 discussed the objectives for the corporation.</p> <p>11 Q. Do you expect to have observers such as the</p> <p>12 DPU or NEMA?</p> <p>13 A. [FRANCAZIO] Without a doubt. Yes, is the</p> <p>14 answer.</p> <p>15 Q. Could the Attorney General participate as</p> <p>16 an observer?</p> <p>17 A. [FRANCAZIO] Most certainly.</p> <p>18 Q. I'm sorry, Mr. Gantz, did you want to add?</p> <p>19 A. [GANTZ] Just to help clarify the record:</p> <p>20 There was a supplemental data response, AG-5-127,</p> <p>21 dated May 27, that contains an overview of the NIMS</p> <p>22 ICS process. So if it helps perhaps follow the</p> <p>23 discussion that Mr. Francazio was going through, I</p> <p>24 just wanted to make sure that that was indicated on</p>	<p style="text-align: center;">36</p> <p>1 our operating centers, the operating center known as</p> <p>2 UES Seacoast, Unitil Energy Systems Seacoast, which</p> <p>3 is located in Kensington, New Hampshire. After</p> <p>4 December 18th, on December 19th, I spent the</p> <p>5 remainder of the storm in Fitchburg, Massachusetts.</p> <p>6 Q. Did you participate in the service</p> <p>7 restoration effort between those dates, from the</p> <p>8 11th through the 24th of December?</p> <p>9 A. [LETOURNEAU] I'm sorry, could you restate</p> <p>10 the question?</p> <p>11 Q. Yes. Did you participate in the ice storm</p> <p>12 restoration efforts between the dates of December</p> <p>13 11th, 2008, and December 24th, 2008?</p> <p>14 A. [LETOURNEAU] Yes, I did.</p> <p>15 Q. And in what capacity?</p> <p>16 A. [LETOURNEAU] I was responsible for</p> <p>17 emergency restoration coordination for Unitil across</p> <p>18 our three operating divisions. My role was</p> <p>19 primarily taking information coming from the</p> <p>20 restoration coordinators, attempting to ascertain</p> <p>21 the needs of the restoration coordinators and the</p> <p>22 restoration effort, including crew recruitment as</p> <p>23 well as logistical support.</p> <p>24 Q. So how would you describe your function</p>
<p style="text-align: center;">35</p> <p>1 the record.</p> <p>2 Q. Could I clarify something that you said,</p> <p>3 Mr. Francazio: In your response, do you mean to say</p> <p>4 that you would wait until an event to convene the</p> <p>5 crisis response committee and then you would</p> <p>6 identify the incident commander?</p> <p>7 A. [FRANCAZIO] No. It depends on the type of</p> <p>8 event. Obviously, if there is a hurricane or</p> <p>9 something to that effect, something to that type of</p> <p>10 event, that's pending, you would actually assemble</p> <p>11 the crisis response committee earlier on in the</p> <p>12 process and identify an incident commander, usually</p> <p>13 three days in advance of the event itself. You</p> <p>14 would then go through a three-day checklist or at</p> <p>15 least a two-day checklist kind of process, where you</p> <p>16 would be making your preparations prior to that</p> <p>17 event.</p> <p>18 Q. Could I turn to you, Mr. Letourneau, and</p> <p>19 could you tell me, please, where you were during</p> <p>20 Unitil's ice storm restoration effort, which service</p> <p>21 territory.</p> <p>22 A. [LETOURNEAU] From December 11th through</p> <p>23 December 18th I spent time in both our corporate</p> <p>24 offices in Hampton, New Hampshire, as well as one of</p>	<p style="text-align: center;">37</p> <p>1 during the restoration effort? It seems like there</p> <p>2 were several duties that you performed.</p> <p>3 A. [LETOURNEAU] My duties including holding</p> <p>4 conference calls on a frequent basis with the three</p> <p>5 restoration coordinators across our three divisions,</p> <p>6 recruiting crews through the use of various mutual-</p> <p>7 aid procedures that we have, contained in our</p> <p>8 emergency response plan; working with our management</p> <p>9 staff involved in logistics, which would include</p> <p>10 things like hotel rooms, material, material supply.</p> <p>11 Essentially a coordination role, would be the best</p> <p>12 way to describe it.</p> <p>13 Q. And was this role set forth in the</p> <p>14 company's ERP?</p> <p>15 A. [LETOURNEAU] Yes.</p> <p>16 Q. And is that your role in the ERP?</p> <p>17 A. [LETOURNEAU] That is my role in the ERP,</p> <p>18 yes.</p> <p>19 Q. So it did not change as part of the</p> <p>20 December storm?</p> <p>21 A. [LETOURNEAU] I'm sorry?</p> <p>22 Q. Did your role under ERP change during the</p> <p>23 December storm?</p> <p>24 A. [LETOURNEAU] Relative to --</p>

<p style="text-align: center;">38</p> <p>1 Q. What was in the ERP before the storm.</p> <p>2 A. [LETOURNEAU] The ERP has not changed since</p> <p>3 the storm. The ERP is the same ERP. We currently</p> <p>4 still have the same ERP in place.</p> <p>5 Q. Can you tell me, where were the satellite</p> <p>6 decentralization locations established by Unitil</p> <p>7 during the winter ice storm?</p> <p>8 A. [LETOURNEAU] Unitil did not establish any</p> <p>9 satellite decentralized locations during the storm.</p> <p>10 Q. And the testimony that you adopted today,</p> <p>11 is that based upon your firsthand experience during</p> <p>12 the storm event?</p> <p>13 A. [LETOURNEAU] Yes.</p> <p>14 Q. If another outage were to hypothetically</p> <p>15 occur next week, do you know today what your role</p> <p>16 would be in any emergency restoration effort?</p> <p>17 A. [LETOURNEAU] Mr. Francazio just testified</p> <p>18 that we are continuing to improve our ERP based on</p> <p>19 the experiences that we had in the 2008 ice storm.</p> <p>20 Q. Correct.</p> <p>21 A. [LETOURNEAU] At this point, Mr. Francazio</p> <p>22 recently rolled out some of those roles and</p> <p>23 responsibilities. At this time I am not familiar</p> <p>24 with exactly what my role would be.</p>	<p style="text-align: center;">40</p> <p>1 operating officer of the company.</p> <p>2 Q. As the ERP stands right now, do you have a</p> <p>3 role in that?</p> <p>4 A. [MEISSNER] As the ERP that we currently</p> <p>5 have, it would be no different than what happened</p> <p>6 during the storm. However, if we were to experience</p> <p>7 an event of this magnitude again, I would be</p> <p>8 identified as the incident commander under the new</p> <p>9 structure.</p> <p>10 Q. Your testimony that you adopted today, is</p> <p>11 that based upon your firsthand knowledge during the</p> <p>12 storm?</p> <p>13 A. [MEISSNER] It was based on a combination</p> <p>14 of firsthand knowledge and my responsibilities in my</p> <p>15 position.</p> <p>16 Q. When you say your responsibilities in your</p> <p>17 position --</p> <p>18 A. [MEISSNER] As chief operating officer of</p> <p>19 the company, both my positional authority and my</p> <p>20 firsthand knowledge during the restoration.</p> <p>21 Q. If it was not firsthand knowledge, was it</p> <p>22 secondhand knowledge that you received from others</p> <p>23 in your capacity as chief operating officer?</p> <p>24 A. [MEISSNER] There's some portion of</p>
<p style="text-align: center;">39</p> <p>1 Q. I'll turn to you, Mr. Meissner. Could you</p> <p>2 tell me where you were during Unitil's ice storm</p> <p>3 restoration effort.</p> <p>4 A. [MEISSNER] During the first week of the</p> <p>5 storm I was at all locations throughout the week,</p> <p>6 although probably more so at Fitchburg than any of</p> <p>7 the locations. And from the 19th on I was located</p> <p>8 exclusively in Fitchburg.</p> <p>9 Q. And did you participate in the Unitil</p> <p>10 Service restoration effort?</p> <p>11 A. [MEISSNER] Yes, I did.</p> <p>12 Q. What was your function during the</p> <p>13 restoration effort?</p> <p>14 A. [MEISSNER] I was responsible for the</p> <p>15 company's overall operational response. I worked</p> <p>16 closely with Mr. Letourneau, who was acting as the</p> <p>17 emergency, you know, restoration manager, and also</p> <p>18 with Mr. Gantz, who was responsible for customer</p> <p>19 communication and media relations.</p> <p>20 Q. Was this the role that's set forth for you</p> <p>21 in the company's emergency restoration plan, ERP?</p> <p>22 A. [MEISSNER] The role that I was acting as</p> <p>23 was not laid out in the emergency restoration plan.</p> <p>24 It was really within my position as the chief</p>	<p style="text-align: center;">41</p> <p>1 testimony and data responses where people were</p> <p>2 working directly under my supervision to develop</p> <p>3 responses.</p> <p>4 Q. And if another outage were to occur next</p> <p>5 week, do you know what your role would be in the</p> <p>6 emergency restoration efforts?</p> <p>7 A. [MEISSNER] Yes. As I indicated, I would</p> <p>8 be the incident commander.</p> <p>9 Q. And Mr. Gantz, could you please tell me</p> <p>10 where you were during Unitil's ice storm restoration</p> <p>11 effort, which service territory or territories.</p> <p>12 A. [GANTZ] I was located and spent time in</p> <p>13 various locations during the storm. The bulk of my</p> <p>14 time over that period was in Fitchburg. I spent the</p> <p>15 first weekend, Saturday and Sunday, located in</p> <p>16 Fitchburg, and then I believe I returned to</p> <p>17 Fitchburg on Wednesday and stayed there for the</p> <p>18 duration.</p> <p>19 Q. And what was your function during the</p> <p>20 restoration effort?</p> <p>21 A. [GANTZ] Initially my function was to</p> <p>22 develop and issue the public service announcements</p> <p>23 both before and during the storm, describing the</p> <p>24 company's efforts and the company's response, and</p>

<p style="text-align: center;">42</p> <p>1 dealing with media inquiries that came in as a 2 result of the storm.</p> <p>3 Over time I took an increasing role in 4 both directly responding to and then assembling 5 resources to respond to the general public 6 communication needs -- for example, from public 7 officials, from the media -- and participated in a 8 number of -- particularly in Fitchburg participated 9 in a number of emergency operations center meetings, 10 press conferences that the mayor was holding, and 11 during the course of the event, was responsible for 12 recruiting additional employees to assist in the 13 communications process. The process is described in 14 some detail in some of the data responses.</p> <p>15 Q. And was this role as set forth in the ERP? 16 A. [GANTZ] No. It's -- as we were confronted 17 with the magnitude of the event, significant event 18 in all three of our locations, the need for 19 communication, I would say, accelerated beyond what 20 we had anticipated or planned for previously. So I 21 became more involved in the direct operation under 22 the emergency response plan than I think the plan 23 had originally anticipated. So there were changes 24 in how we approached communications issues during</p>	<p style="text-align: center;">44</p> <p>1 restoration efforts was to help prepare staffing, 2 appropriate staffing, for the calls, the incoming 3 calls; to work to disseminate information out to the 4 customer-service representatives; and to help with 5 escalated calls that were coming in requesting 6 supervision -- supervisor calls.</p> <p>7 Q. And is this the role that you have as set 8 forth in the company's ERP as it was? 9 A. [LAMBERT] No, it was not. As stated in 10 the ERP, I was more assisting the customer-service 11 manager with their roles during an event like this.</p> <p>12 Q. And so your role changed during the 13 December storm? 14 A. [LAMBERT] Correct.</p> <p>15 Q. And is the testimony that you adopted today 16 based upon your firsthand experience? 17 A. [LAMBERT] It is. But like Mr. Gantz, some 18 responses were with the assistance of some staff 19 that report to me.</p> <p>20 Q. And do you know what your role would be in 21 the emergency restoration effort if there were to be 22 a storm in the future? 23 A. [LAMBERT] I'm not familiar with the new 24 emergency ERP plan that Mr. Francazio has rolled</p>
<p style="text-align: center;">43</p> <p>1 this event.</p> <p>2 Q. And is the testimony that you've adopted 3 today based on your firsthand knowledge during the 4 storm event? 5 A. [GANTZ] Yes, in addition to information 6 that was conveyed to me by others that reported 7 directly to me.</p> <p>8 Q. And if another outage occurred next week, 9 let's say, do you know today what your role would be 10 in the emergency restoration efforts? 11 A. [GANTZ] Yes. Under the revised management 12 procedures that Mr. Francazio had described, I would 13 be a member of the strategic response committee as a 14 member of senior management, and I would also likely 15 be the chief information officer for the event.</p> <p>16 Q. Mr. Lambert, could you please tell me where 17 you were during Unifil's ice storm restoration 18 efforts. 19 A. [LAMBERT] For the entire duration I was 20 located at the customer-service call center in 21 Concord, New Hampshire.</p> <p>22 Q. And what was your function during the 23 restoration effort? 24 A. [LAMBERT] My function during the</p>	<p style="text-align: center;">45</p> <p>1 out. I'm not familiar with it yet.</p> <p>2 A. [FRANCAZIO] Can I just interject for a 3 second? 4 Q. Yes.</p> <p>5 A. [FRANCAZIO] Again, the plan that folks are 6 describing and the one that I brought up previously 7 is still in the developmental phase. We have a very 8 clear idea of how and what that plan is going to 9 look like, how it's going to be implemented and what 10 it actually looks like. The issue is that we have 11 not yet gotten an opportunity to train all the 12 people in their particular roles. So we've assigned 13 people to specific roles and still have to get them 14 familiar with the plan and new roles and 15 responsibilities going forward. So it's still in 16 development.</p> <p>17 Q. Do you know when it will be fully 18 developed? 19 A. [FRANCAZIO] The objective is to have it 20 completed by August and then have it fully 21 institutionalized within the organization. That's 22 all the training, drills, that people have a total 23 understanding of the complete process by the 24 November time frame.</p>

<p style="text-align: center;">46</p> <p>1 Q. So completed sometime in August, and then</p> <p>2 the drills that I asked about would occur sometime</p> <p>3 between August and November?</p> <p>4 A. [FRANCAZIO] Correct, in the September time</p> <p>5 frame.</p> <p>6 Would it help for me to give some</p> <p>7 background as to who I am and where I've been?</p> <p>8 Q. Yes.</p> <p>9 A. [FRANCAZIO] I think it's probably</p> <p>10 worthwhile, just to give you some idea. Prior to</p> <p>11 coming to Unitil, I was employed by National Grid</p> <p>12 for 25 years. I had five years of experience with</p> <p>13 Florida Power & Light. In my role at National Grid,</p> <p>14 I had many positions, including that of vice-</p> <p>15 president of operations for New England, vice-</p> <p>16 president of construction and maintenance services</p> <p>17 for National Grid U.S., vice-president and director</p> <p>18 of emergency planning for National Grid U.S. as</p> <p>19 well. In that role I've managed over 2,000</p> <p>20 employees and also became totally familiar with</p> <p>21 anything that is related to transmission and</p> <p>22 distribution activities or work.</p> <p>23 Also, I was the system emergency</p> <p>24 director for National Grid from 1995 through 2009.</p>	<p style="text-align: center;">48</p> <p>1 Q. I have some questions for the panel</p> <p>2 concerning OMS and AMI. As we described at the</p> <p>3 outset, I'm going to direct it to a particular</p> <p>4 person, but if others have comments to make, please</p> <p>5 feel free to add those.</p> <p>6 Mr. Letourneau, could I begin with you.</p> <p>7 If you could turn to Pages 51 through 53 of the</p> <p>8 company's self-assessment report, dated March 25th,</p> <p>9 2009. This is Exhibit FGE-7.</p> <p>10 MR. MUELLER: Can you provide that page</p> <p>11 reference again, please?</p> <p>12 MS. MERRICK: Pages 51 through 53.</p> <p>13 MR. MUELLER: Thank you.</p> <p>14 Q. On these pages -- are you there, sir?</p> <p>15 A. [LETOURNEAU] Yes.</p> <p>16 Q. On those pages there's a discussion of</p> <p>17 outage management systems as well as Recommendation</p> <p>18 8, which is to proceed to acquire and integrate an</p> <p>19 OMS, which is the abbreviation for outage management</p> <p>20 systems. Have you read these pages?</p> <p>21 A. [LETOURNEAU] Yes.</p> <p>22 Q. And do you agree with the recommendations</p> <p>23 of the self-assessment report with respect to the</p> <p>24 need for and the benefits associated with a modern</p>
<p style="text-align: center;">47</p> <p>1 In that role I was responsible for the</p> <p>2 implementation of National Grid's emergency response</p> <p>3 plans of all major events going forward.</p> <p>4 Also, as the vice-president of</p> <p>5 operations, I worked very closely with asset</p> <p>6 management in the development of policies related to</p> <p>7 inspection and maintenance programs as well as veg.</p> <p>8 management and veg. management programs as well.</p> <p>9 As the vice-president and director of</p> <p>10 emergency planning for National Grid, my roles and</p> <p>11 responsibilities included the development of all</p> <p>12 their incident management policies and procedures.</p> <p>13 In that was pandemic planning, emergency response</p> <p>14 planning, business continuity planning, gas events,</p> <p>15 and any strike preparations, and gas ERPs as well.</p> <p>16 At that time I introduced National Grid</p> <p>17 to NIMS, which is the National Incident Management</p> <p>18 System, and also we began restructuring the</p> <p>19 organization, the emergency response follow-up</p> <p>20 organization under ICS.</p> <p>21 As I said previously, I have an</p> <p>22 electrical engineering degree from Roger Williams</p> <p>23 College and an MBA from Boston University. So I've</p> <p>24 had some experience in this area.</p>	<p style="text-align: center;">49</p> <p>1 OMS for Unitil?</p> <p>2 A. [LETOURNEAU] Yes.</p> <p>3 Q. Is an AMI system a requirement for a</p> <p>4 successful OMS system, or is an OMS possible without</p> <p>5 AMI?</p> <p>6 A. [LETOURNEAU] No.</p> <p>7 Q. Are you familiar with the scope of OMS</p> <p>8 installment among utilities in Massachusetts?</p> <p>9 A. [LETOURNEAU] I am not.</p> <p>10 Q. In New England?</p> <p>11 A. [LETOURNEAU] I am not.</p> <p>12 Q. Nationally?</p> <p>13 A. [LETOURNEAU] No, I am not.</p> <p>14 Q. I'm going to turn now to Exhibit AG-5-186.</p> <p>15 Referring to AG-5-186: Unitil evaluated the</p> <p>16 installation of an OMS in 2006 and 2009 as a</p> <p>17 stand-alone issue. Is that correct? It appears in</p> <p>18 the response at the bottom under a table.</p> <p>19 A. [FRANCAZIO] Yes, it was evaluated in 2006</p> <p>20 and again in 2009.</p> <p>21 Q. And as a stand-alone system?</p> <p>22 A. [FRANCAZIO] Could I ask for clarification</p> <p>23 on "stand-alone"?</p> <p>24 Q. A system that did not accompany AMI.</p>

<p style="text-align: center;">50</p> <p>1 A. [MEISSNER] If I may, for clarification:</p> <p>2 The AMI system and the OMS system are really two</p> <p>3 different systems. One is not required for the</p> <p>4 other, nor were the decisions linked together. But</p> <p>5 when we implemented an AMI system, we did it with an</p> <p>6 eye toward OMS because it offered the outage-</p> <p>7 detection capability. But the AMI system was not a</p> <p>8 prerequisite or a part of the decision for OMS.</p> <p>9 Q. I believe Mr. Letourneau did just indicate</p> <p>10 that AMI was something that would precede OMS. Is</p> <p>11 that correct?</p> <p>12 A. [LETOURNEAU] That is not correct.</p> <p>13 Q. So an OMS system is possible without an AMI</p> <p>14 system.</p> <p>15 A. [LETOURNEAU] That is correct.</p> <p>16 Q. I'm still looking at Exhibit AG-5-186. If</p> <p>17 you turn to Page 2. Again, in 2005 and 2009, in</p> <p>18 terms of integration with AMI, it looks like you</p> <p>19 were reviewing OMS in conjunction with AMI in 2005</p> <p>20 and 2009; is that correct?</p> <p>21 A. [LETOURNEAU] We were reviewing AMI</p> <p>22 integration in 2005. That is the question?</p> <p>23 Q. Yes. And in 2009?</p> <p>24 A. [LETOURNEAU] Yes.</p>	<p style="text-align: center;">52</p> <p>1 A. [FRANCAZIO] It only goes to Page 10.</p> <p>2 Q. Sorry. It might be the rebuttal.</p> <p>3 Could you turn to Page 4 of the</p> <p>4 surrebuttal testimony. I'm sorry. I'm look at</p> <p>5 Lines 18 to 20. I apologize. Can you tell me, are</p> <p>6 there potential cost savings, benefits from an</p> <p>7 automated metering infrastructure system?</p> <p>8 A. [MEISSNER] Yes, there are potential cost</p> <p>9 savings and benefits from an AMI system.</p> <p>10 Q. And would you characterize the cost-saving</p> <p>11 benefits from an OMS system as being obvious or not?</p> <p>12 A. [MEISSNER] I don't believe you would</p> <p>13 normally justify the implementation of an OMS on the</p> <p>14 basis of cost savings. You would do it on the basis</p> <p>15 of operational enhancements.</p> <p>16 Q. By "operational enhancements," would those</p> <p>17 include outage coordination and potentially</p> <p>18 shortening the timing for outages?</p> <p>19 A. [LAMBERT] Shorting the -- "shortening the</p> <p>20 time" is a little ambiguous, I guess. But during</p> <p>21 the event, it allows you to more quickly get a</p> <p>22 handle on the number of troubles on your system at</p> <p>23 the outset of an event and therefore more quickly</p> <p>24 have a handle on dispatching of crews at the outset</p>
<p style="text-align: center;">51</p> <p>1 Q. And what prompted Unitil to pursue an AMI</p> <p>2 system prior to an OMS system?</p> <p>3 A. [MEISSNER] May I answer the question?</p> <p>4 Q. Yes.</p> <p>5 A. [MEISSNER] Again, the two decisions were</p> <p>6 not linked. The decision to pursue an AMI system</p> <p>7 was a decision unto itself. It wasn't an either/or,</p> <p>8 the decision to do it before OMS. OMS has proceeded</p> <p>9 independently of any decision pertaining to AMI.</p> <p>10 Realistically, the evolution of our OMS plan was</p> <p>11 really more related to GIS than AMI. We were</p> <p>12 developing our GIS capabilities internally. We had</p> <p>13 a plan for GIS, and we were attempting to get that</p> <p>14 platform to a certain level before implementing OMS.</p> <p>15 So OMS was more related to GIS than to AMI.</p> <p>16 Q. Could I direct you to the surrebuttal</p> <p>17 testimony, which is Exhibit FGE-4. If you could</p> <p>18 look to Pages 18 through 20, please.</p> <p>19 WITNESS FRANCAZIO: May we ask for</p> <p>20 clarification?</p> <p>21 MS. KOEPNICK: Yes.</p> <p>22 A. [FRANCAZIO] Unitil's surrebuttal</p> <p>23 testimony?</p> <p>24 Q. Yes.</p>	<p style="text-align: center;">53</p> <p>1 of an event.</p> <p>2 Q. And again, the same page, 4, Lines 18 to 20</p> <p>3 of the surrebuttal. You refer to the operational</p> <p>4 cost savings which will be passed on to ratepayers</p> <p>5 in the next rate case. Prior to the next rate case,</p> <p>6 who benefits from these operational savings?</p> <p>7 A. [MEISSNER] In the near term, the company</p> <p>8 benefits from the savings but also incurred the cost</p> <p>9 of the system.</p> <p>10 A. [GANTZ] If I could just add in: It may</p> <p>11 also -- the cost savings may also offset cost</p> <p>12 increases elsewhere in the system and therefore</p> <p>13 delay the need for the company to seek rate</p> <p>14 increases. So that can be a direct benefit to</p> <p>15 consumers even during the period between rate cases.</p> <p>16 Q. Could you expand on that a little bit.</p> <p>17 Where in particular in the system would the cost</p> <p>18 savings be?</p> <p>19 A. [GANTZ] If I may: I did begin my career</p> <p>20 with the company as manager of rates and have been</p> <p>21 involved in regulatory matters in both jurisdictions</p> <p>22 for many years.</p> <p>23 During the period between rate cases</p> <p>24 companies' costs in a variety of categories will</p>

<p style="text-align: center;">54</p> <p>1 change up or down, and it's always a good thing for 2 a company to be able to find an area where it can 3 create cost savings to offset costs that are 4 increasing in other aspects of the business. If a 5 company is able to do that, then it can postpone the 6 need to file for a rate increase. Postponing a rate 7 increase obviously has direct benefits to customers 8 during the period between rate cases.</p> <p>9 Q. Mr. Meissner, referring to the Unitil 10 surrebuttal, also on Page 4: On Lines 5 through 7 11 the testimony states that Unitil has adopted a 12 phased approach to system integration and 13 implementation of a series of different, although 14 related, technologies. I'd like to direct you to 15 the rebuttal testimony at Pages 8 and 9. I want to 16 ask if I'm correct in assuming these are the same 17 technologies.</p> <p>18 MS. KOEPNICK: Just to be clear, the 19 rebuttal testimony is Exhibit FGE-3?</p> <p>20 MS. MERRICK: Yes, Exhibit FGE-3.</p> <p>21 Q. I'm comparing Exhibit FGE-3 to Exhibit 22 FGE-4.</p> <p>23 MS. PURCELL: Did you have a page 24 reference?</p>	<p style="text-align: center;">56</p> <p>1 A. [MEISSNER] Yes.</p> <p>2 Q. You state, "However, leveraging the full 3 capability of the outage detection capabilities will 4 not occur until the system is integrated with an 5 outage management system. Since the AMI system has 6 not yet been integrated into an outage-management 7 system, the company currently relies on its IVR 8 outage reporting to monitor outages and facilitate 9 responses." Is it appropriate to interpret these 10 statements as meaning that, while AMI may provide 11 some value to the company in reducing operational 12 expenses associated with meter reading and obtaining 13 more real-time usage information, that it did not 14 provide any significant value in detecting outages 15 or assisting in the restoration of power in the 16 December 2008 ice storm?</p> <p>17 A. [MEISSNER] Well, I would not characterize 18 it exactly in that manner. I think it's true that 19 the AMI system did provide operational savings and 20 benefits. In selecting the system, we did so based 21 on a variety of operational and customer benefits, 22 much of it with an eye towards really some of the 23 customer-empowerment benefits associated with the 24 direction on energy policy.</p>
<p style="text-align: center;">55</p> <p>1 MS. MERRICK: Yes. For the rebuttal 2 testimony, Pages 8 and 9.</p> <p>3 A. [MEISSNER] We have that.</p> <p>4 Q. So the technologies that are described on 5 Pages 8 and 9 of the rebuttal testimony and at Page 6 4 of the surrebuttal testimony, are those the same 7 technologies?</p> <p>8 A. [MEISSNER] Yes.</p> <p>9 Q. And staying on Pages 8 and 9 of the 10 rebuttal testimony: Is it your contention that each 11 of these technologies -- AMI, CIS, IVR, et al. -- 12 are all necessary prior to the implementation of an 13 OMS system?</p> <p>14 A. [MEISSNER] No, I would not say that they 15 are all necessary.</p> <p>16 Q. Would you say that they make an OMS more 17 useful?</p> <p>18 A. [MEISSNER] Yes, that would be correct. 19 They are all sources of data into an OMS system, 20 that the system can then analyze to help pinpoint 21 the location of outages.</p> <p>22 Q. I'm going to direct you now, please, 23 Mr. Meissner, to Exhibit AG-3-68. I'm looking at 24 the third full paragraph of the response to AG-3-68.</p>	<p style="text-align: center;">57</p> <p>1 But in selecting the system, we also did 2 so with an eye toward its integration with OMS and 3 other systems in the future. So the outage- 4 detection capability that we purchased with the 5 system was important to us. That ability will be 6 leveraged when it's integrated with an OMS.</p> <p>7 Q. So it will be leveraged. Is that to say 8 that it was not leveraged during the 2008 ice storm?</p> <p>9 A. [MEISSNER] We did not have an OMS.</p> <p>10 Q. But the AMI, were its uses not leveraged 11 during the ice storm?</p> <p>12 A. [MEISSNER] The AMI system only provides 13 outage-detection capability, which is essentially a 14 source of input about outages. In most respects 15 it's redundant with customers calling into the IVR 16 and into the call center. That is normally the 17 source of data that companies use, is the input into 18 their OMS system.</p> <p>19 Q. The phone calls, that is?</p> <p>20 A. [MEISSNER] Yes.</p> <p>21 Q. If you could look -- again, it's Exhibit 22 AG-3-68. The first full paragraph, the first 23 sentence: Could you describe to me what's meant by 24 "near real-time outage connection"? What's "near</p>

<p style="text-align: center;">58</p> <p>1 real-time"?</p> <p>2 A. [MEISSNER] It's not instantaneous, in that</p> <p>3 if a meter was interrupted, we wouldn't</p> <p>4 instantaneously get that information, but we would</p> <p>5 get it within a period of perhaps 10 to 20 minutes.</p> <p>6 So near real-time is that range, 10 to 20 minutes.</p> <p>7 Q. That lag of 10 to 20 minutes?</p> <p>8 A. [MEISSNER] Yes.</p> <p>9 Q. So did the AMI system work to provide that</p> <p>10 real-time energy-usage data for customers once power</p> <p>11 was restored?</p> <p>12 A. [MEISSNER] Once power was restored, the</p> <p>13 AMI system was re stored as well and began, you</p> <p>14 know, reading meters and reporting consumption</p> <p>15 information.</p> <p>16 Q. Were there any failures in obtaining timely</p> <p>17 usage data once power was restored?</p> <p>18 A. [MEISSNER] I'm not aware from personal</p> <p>19 knowledge if there was. There were some instances,</p> <p>20 I know, during the storm when we had communication</p> <p>21 failures, because the system also relies on</p> <p>22 telephone to get information back to the call</p> <p>23 center. So there may have been instances where</p> <p>24 there was a communication failure.</p>	<p style="text-align: center;">60</p> <p>1 A. [LAMBERT] Right. Just to --</p> <p>2 Q. Not real-time.</p> <p>3 A. [GANTZ] We don't generally read meters on</p> <p>4 a daily basis. We read them every day, but we read</p> <p>5 them on a cycle that's once a month for each meter.</p> <p>6 A. [LAMBERT] And that once a month is used,</p> <p>7 if I may, for billing purposes, where we'll capture</p> <p>8 that total consumption once a month on a cycle basis</p> <p>9 for those customers.</p> <p>10 Q. Has the company made any conclusion</p> <p>11 regarding the performance of the AMI system during</p> <p>12 the December ice storm?</p> <p>13 A. [MEISSNER] During the ice storm -- first</p> <p>14 of all, an event of that magnitude, I think it would</p> <p>15 be our position that virtually any system in service</p> <p>16 is going to be overwhelmed. An OMS system at the</p> <p>17 outset of that storm would have simply told us that</p> <p>18 the whole system is out. There was no other</p> <p>19 information a system like that could have told us.</p> <p>20 Similarly, the AMI system was extensively out of</p> <p>21 service. At the peak, 100 percent of the system was</p> <p>22 out.</p> <p>23 During that period we discovered or we</p> <p>24 learned a lot about the functioning of the system.</p>
<p style="text-align: center;">59</p> <p>1 But as a general rule, when the system</p> <p>2 was restored, the AMI system returned to normal</p> <p>3 functioning.</p> <p>4 A. [GANTZ] If I could add, because I think</p> <p>5 the line of questioning started with a reference to</p> <p>6 real-time, and I just wanted to clarify that</p> <p>7 normally the AMI system is used to read meters on a</p> <p>8 cycle basis.</p> <p>9 MS. KOEPNICK: Let's go off the record</p> <p>10 for a moment.</p> <p>11 (Discussion off the record.)</p> <p>12 MS. KOEPNICK: Let's go back on the</p> <p>13 record. I'm sorry, Mr. Gantz.</p> <p>14 WITNESS GANTZ: I'll continue my answer.</p> <p>15 A. [GANTZ] We poll meters with the AMI on a</p> <p>16 cycle meter basis, generally once a month. So I</p> <p>17 didn't want to leave the impression that there's any</p> <p>18 real-time data that we collect and accumulate on the</p> <p>19 AMI meters. It's a monthly meter-reading process</p> <p>20 based upon cycles for reading those meters and</p> <p>21 generating the bills. So it's not real-time data.</p> <p>22 A. [MEISSNER] It is daily reads.</p> <p>23 A. [GANTZ] Daily reads by cycle.</p> <p>24 Q. So both monthly and daily reads by cycle.</p>	<p style="text-align: center;">61</p> <p>1 It's a fairly new system. And I think we determined</p> <p>2 that we will probably have to do some hardening of</p> <p>3 the communication of that system in order to</p> <p>4 interface with an OMS.</p> <p>5 Q. Mr. Letourneau, could I refer you to</p> <p>6 Exhibit AG-5-127. If you could look underneath your</p> <p>7 response. Paragraph B, Subparagraph B -- I'm sorry,</p> <p>8 Paragraph B, Subparagraph A. The sentence begins,</p> <p>9 "Phase 1 will include the alignment of the most</p> <p>10 senior members of staff."</p> <p>11 A. [LETOURNEAU] Right.</p> <p>12 Q. What does the phrase "alignment of the most</p> <p>13 senior members of staff around actionable items"</p> <p>14 mean?</p> <p>15 A. [FRANCAZIO] I actually put this piece</p> <p>16 together.</p> <p>17 Q. Okay.</p> <p>18 A. [FRANCAZIO] What we're talk about here is</p> <p>19 what I had brought up previously, which deals with</p> <p>20 the crisis response plan and the crisis response</p> <p>21 committee. Part of this process is to report out to</p> <p>22 that group as well, as we complete different</p> <p>23 actionable items within the self-assessment</p> <p>24 document. It is a governing structure that we had</p>

<p style="text-align: center;">62</p> <p>1 talked about previously. It is inherent in this 2 process that we're developing within the National 3 Incident Management System. So the crisis response 4 team -- or the crisis response committee is the 5 seniormost folks within the organization that will 6 have visibility as to the progress that we're making 7 as we go forward.</p> <p>8 Q. So it might be easier if I ask it like 9 this, to both Mr. Francazio and Mr. Letourneau: 10 Under your response, Paragraph B, there are 11 Subparagraphs A, B, and C.</p> <p>12 A. [FRANCAZIO] Correct.</p> <p>13 Q. For each of these action items, specific 14 personnel assignments have been made; is that 15 correct?</p> <p>16 A. [FRANCAZIO] We are in the process of 17 assigning personnel to those actionable items, 18 correct. We have not completed that process as of 19 yet. We have at the very highest level within the 20 organization. And if you look at the attachment for 21 this particular section, which was a spreadsheet, we 22 have a senior sponsor associated with that. We are 23 still in the process of identifying the appropriate 24 individuals that will actually move that particular</p>	<p style="text-align: center;">64</p> <p>1 A. [FRANCAZIO] We are working all three 2 phases simultaneously at this point in time.</p> <p>3 Q. Do you expect to have all three phases 4 completed at the same time?</p> <p>5 A. [FRANCAZIO] No, no. I would say Phase 3, 6 which is the system-type activities, is going to 7 take -- is going to be of longer duration than the 8 items that we associate with Phase 1 and Phase 2 in 9 this process.</p> <p>10 Q. What are your time lines for each or all of 11 the phases?</p> <p>12 A. [FRANCAZIO] Phase 1 is basically complete. 13 I'm going to say by June we will have the senior 14 team aligned, the plan established, the crisis 15 response plan established. And we've already had a 16 drill with the senior crisis response committee. So 17 that phase is nearing completion.</p> <p>18 Phase 2 is the tactical piece, which is 19 the rewrite of the emergency response plans 20 themselves. That, as I said earlier, is going to 21 take at least through the August time frame. At 22 that point we would have to determine how much 23 training is going to have to be also implemented 24 with that. And we're anticipating the complete</p>
<p style="text-align: center;">63</p> <p>1 process forward at the tactical level.</p> <p>2 Q. So which phases have been complete at this 3 time?</p> <p>4 A. [FRANCAZIO] First of all, the rest of that 5 statement below Paragraph C says that these are not 6 mutually exclusive, they are running in parallel. 7 So all three types of activities are ongoing as we 8 speak. Obviously, to have a successful restoration, 9 you need to have a holistic end-to-end process. It 10 isn't something that you can say I'm just going to 11 do communications well or I'm just going to do 12 damage assessment well. It has to be all the pieces 13 working in concert with each other before that 14 restoration is going to be successful.</p> <p>15 So what we are doing is, we've broken it 16 out into three phases, in the sense that we are 17 looking at the strategic, the tactical, and the 18 systems or operational-type activities that go with 19 it.</p> <p>20 Q. Which phase are you in now?</p> <p>21 A. [FRANCAZIO] We are working all three 22 phases simultaneously --</p> <p>23 MS. KOEPNICK: One person at a time. 24 Please continue your answer.</p>	<p style="text-align: center;">65</p> <p>1 estimated -- the emergency response plan to be 2 completed by the end of November.</p> <p>3 Systems, on the other hand, we need to 4 work with the vendors for OMS. That whole process 5 is out to RFP. Until that actually comes back, we 6 can't actually define what that project plan is 7 going to look like at this point in time.</p> <p>8 So it's going to take some time working 9 with the vendors to say that we will have an OMS 10 system completed on a specific date. I know the 11 objective was to get it in by the end of year, but 12 again, until we work with the vendors, I'm not 13 certain that's going to occur.</p> <p>14 Q. Do you have budgets completed for these 15 items?</p> <p>16 A. [FRANCAZIO] Again, until the RFPs come 17 back and we can see what the vendors are indicating 18 as far as the amount of work, the scope of the work, 19 the integrators that might be necessary, such as 20 folks that might work for Oracle or other database 21 companies, as well as the vendor of the software 22 itself, we can't give you that number as of yet. We 23 should have some numbers....</p> <p>24 We should have an estimate sometime in</p>

<p style="text-align: center;">66</p> <p>1 June.</p> <p>2 MS. MERRICK: Could we please just note</p> <p>3 for the record that the witness conferred.</p> <p>4 MS. KOEPNICK: Who did you confer with?</p> <p>5 WITNESS FRANCAZIO: Kevin Sprague,</p> <p>6 director of engineering.</p> <p>7 Q. So none of the phases are done at this</p> <p>8 time, and they're all being done at the same time,</p> <p>9 right now.</p> <p>10 A. [FRANCAZIO] Correct.</p> <p>11 Q. If you look Exhibit AG-5-127, Subparagraph</p> <p>12 B of Paragraph B: Could you tell me, what does</p> <p>13 "establish a process to address the tactical aspects</p> <p>14 of the recommendations" mean?</p> <p>15 A. [FRANCAZIO] The tactical component is the</p> <p>16 emergency response plan. It's how you actually</p> <p>17 implement the plan itself. That is going to be</p> <p>18 addressed under ICS, which is the Incident Command</p> <p>19 System. I don't know if folks are familiar with</p> <p>20 the --</p> <p>21 It's a mandated program by the</p> <p>22 Department of Homeland Security. The Federal</p> <p>23 Government, State, and local agencies all have to</p> <p>24 comply with the NIMS protocol. I would say that</p>	<p style="text-align: center;">68</p> <p>1 A. [FRANCAZIO] National Grid I know is</p> <p>2 implementing ICS as we speak.</p> <p>3 Q. If you look at Subparagraph C of Response B</p> <p>4 under Exhibit AG-5-127. What does "a review of</p> <p>5 systems" mean?</p> <p>6 A. [FRANCAZIO] Systems are the technology, so</p> <p>7 OMS, IVR, Web applications. It's those types of</p> <p>8 systems.</p> <p>9 Q. So OMS, IVR. Any others?</p> <p>10 A. [FRANCAZIO] Web applications, Web</p> <p>11 enhancements, so that customers can get information</p> <p>12 from the Web, our websites. So what do we need to</p> <p>13 do differently at Unitil so that we can provide more</p> <p>14 information to the customers in a Web application.</p> <p>15 Q. Was that identified as something that would</p> <p>16 have helped during the ice storm?</p> <p>17 A. [FRANCAZIO] It was one of the 28 self-</p> <p>18 assessment recommendations: provide better</p> <p>19 information to the customers in multiple formats,</p> <p>20 that just being one.</p> <p>21 Q. Again, under Exhibit AG-5-127, response,</p> <p>22 Paragraph F: You state that there are no definitive</p> <p>23 metrics at this time.</p> <p>24 A. [FRANCAZIO] Correct. There are metrics</p>
<p style="text-align: center;">67</p> <p>1 it's starting to become an industry practice for the</p> <p>2 utility side of the business to start heading in</p> <p>3 that direction as well.</p> <p>4 It is a very formalized set of</p> <p>5 procedures and protocols and structure that works</p> <p>6 well. It also provides the utilities the ability to</p> <p>7 communicate at the same level with the State and the</p> <p>8 community emergency personnel. So when we start</p> <p>9 talking about things like joint information centers,</p> <p>10 unified command, all those terms are terms that are</p> <p>11 established within the NIMS protocol.</p> <p>12 So by moving the utility structure to</p> <p>13 the same format, we can have intelligent</p> <p>14 conversation about how we're going to approach an</p> <p>15 event, who is going to be the incident commander,</p> <p>16 are we going to have a unified command in this</p> <p>17 process. Like I said, it is becoming an industry</p> <p>18 best practice, if you want to call it that. It is</p> <p>19 not mandated for the electric utilities, but as I</p> <p>20 said, more and more utilities are headed in that</p> <p>21 direction.</p> <p>22 Q. Do you know whether any other utilities in</p> <p>23 Massachusetts are headed in that direction or have</p> <p>24 already headed in that direction?</p>	<p style="text-align: center;">69</p> <p>1 that you can utilize. But again, when I look at</p> <p>2 metrics, I look at -- I'd rather look at key</p> <p>3 performance indicators, which to me is a culmination</p> <p>4 of metrics that tells you how well did the process</p> <p>5 work from end to end. Again, you can go in and say,</p> <p>6 okay, did I have good estimated restoration times in</p> <p>7 relation to what I had projected out to the</p> <p>8 customers. That's a metric.</p> <p>9 You can have multiple metrics, but if</p> <p>10 you don't have a complete end-to-end process view,</p> <p>11 then you didn't really accomplish what you wanted to</p> <p>12 accomplish. So if you don't have good</p> <p>13 communications and you have a good restoration plan,</p> <p>14 then you really didn't accomplish what you needed</p> <p>15 to.</p> <p>16 So we prefer to look at things on a KPI</p> <p>17 basis, key performance indicators, which are a</p> <p>18 culmination of metrics, to really see how well you</p> <p>19 did. That will be developed as we build out the</p> <p>20 emergency response plans.</p> <p>21 Q. Do you know when that will be developed?</p> <p>22 A. [FRANCAZIO] We should have our emergency</p> <p>23 response plans completed by August. We'll have a</p> <p>24 set of metrics that go with that in that time frame.</p>

<p style="text-align: center;">70</p> <p>1 Q. So by August. And you state also in this</p> <p>2 same paragraph that Unitil's goals for metrics will</p> <p>3 be dependent on the event.</p> <p>4 A. [FRANCAZIO] Correct.</p> <p>5 Q. What does that mean?</p> <p>6 A. [FRANCAZIO] There are all different types</p> <p>7 of events. It could be a pandemic event. Those</p> <p>8 goals and objectives are going to be different than</p> <p>9 a gas event, which may be different versus an</p> <p>10 electrical event. So it depends on the type of</p> <p>11 event, how those goals are set up.</p> <p>12 Q. And what is "a goal for a metric" -- that</p> <p>13 term, "a goal for a metric"? What does that mean?</p> <p>14 A. [FRANCAZIO] Like I said, a metric is a</p> <p>15 very defined measure. A KPI is a culmination of</p> <p>16 metrics to give you insight as to how well the</p> <p>17 process is working. I think that's the goal, was to</p> <p>18 have a series of KPIs that gives you a good</p> <p>19 indicator of how the process is working.</p> <p>20 Q. Could you define KPI?</p> <p>21 A. [FRANCAZIO] KPI is key performance</p> <p>22 indicators.</p> <p>23 Q. Still staying with Paragraph F: I gather</p> <p>24 that these are storm response metrics that you're</p>	<p style="text-align: center;">72</p> <p>1 going forward, to say that that particular process</p> <p>2 worked well. You have to look at it on a process</p> <p>3 basis, not just on an individual activity basis.</p> <p>4 Q. So would you say that event metrics should</p> <p>5 be laid out in advance for incidents of different</p> <p>6 severities and nature?</p> <p>7 A. [FRANCAZIO] I think it depends -- again,</p> <p>8 there are some metrics that you can, and there are</p> <p>9 some metrics that you cannot until the event occurs.</p> <p>10 It depends on the intensity and the severity of the</p> <p>11 event, the type of event. It could be a lightning</p> <p>12 storm versus an ice storm versus a hurricane. Three</p> <p>13 different types of events; your metrics are going to</p> <p>14 be different. Though there will be some that will</p> <p>15 be common, there are going to be others that will be</p> <p>16 different.</p> <p>17 There might be things like how well did</p> <p>18 you work with the community and did you have to</p> <p>19 provide resources to the National Guard. It could</p> <p>20 be shelters. It could be a lot of other things that</p> <p>21 you need to bring in in your overall view of how</p> <p>22 well you did in relation to that type of thing.</p> <p>23 Q. Can I conclude from that that you might</p> <p>24 intend to design metrics during the middle of an</p>
<p style="text-align: center;">71</p> <p>1 referring to and not recommendation implementation</p> <p>2 metrics.</p> <p>3 A. [FRANCAZIO] Correct. These were just some</p> <p>4 samples of metrics that would eventually feed up</p> <p>5 into a bigger scorecard, if you want to call it</p> <p>6 that, related to the event itself.</p> <p>7 Q. So shouldn't event metrics be laid out in</p> <p>8 advance for incidents of different severity and</p> <p>9 nature?</p> <p>10 A. [FRANCAZIO] It depends on the metric</p> <p>11 itself. There are specific metrics. For instance,</p> <p>12 we would like to have a damage assessment complete</p> <p>13 within a certain time frame. There are metrics that</p> <p>14 will be associated with that, and those will be</p> <p>15 triggers within the plan itself to do other things.</p> <p>16 But as I said, we might do a great job</p> <p>17 and hit our target as far as accomplishing a</p> <p>18 damage-assessment Phase 1 review within 24 to 48</p> <p>19 hours, depending on the type of event, and set that</p> <p>20 as a metric. You can have that metric, but that</p> <p>21 does not say that you are going to have a successful</p> <p>22 restoration. You'd have to have multiple metrics</p> <p>23 that would be actually assembled and targeted so</p> <p>24 that you can create that key performance indicator</p>	<p style="text-align: center;">73</p> <p>1 event?</p> <p>2 A. [FRANCAZIO] You would typically set your</p> <p>3 objectives, goals, and metrics early on in the</p> <p>4 event. So sometime early on in an event you would</p> <p>5 have those established.</p> <p>6 Q. So early on being after the event has</p> <p>7 already begun, perhaps.</p> <p>8 A. [FRANCAZIO] More than likely there will be</p> <p>9 some that will be developed during that process,</p> <p>10 yes.</p> <p>11 Q. This is a question for Mr. Letourneau, but</p> <p>12 again, if somebody else on the panel would like to</p> <p>13 respond, that's fine. I'm looking at the self-</p> <p>14 assessment report, Exhibit FGE-7. At the very</p> <p>15 beginning of the report, Pages small i, small i,</p> <p>16 small i, small i, to v-small i, small i, small i --</p> <p>17 or iii to viii.</p> <p>18 MS. KOEPNICK: Let's go off the record</p> <p>19 for a minute.</p> <p>20 (Discussion off the record.)</p> <p>21 MS. KOEPNICK: Let's go back on the</p> <p>22 record.</p> <p>23 Q. On these pages of the self-assessment,</p> <p>24 where Recommendations 1 through 28 are detailed:</p>

<p style="text-align: center;">74</p> <p>1 Can you provide a timeline for each recommendation?</p> <p>2 A. [FRANCAZIO] Again, maybe I should answer</p> <p>3 that question.</p> <p>4 Q. Sure.</p> <p>5 A. [FRANCAZIO] We had put together a</p> <p>6 spreadsheet that was attached to 127 that gave you</p> <p>7 some idea what that timeline was going to be related</p> <p>8 to the recommendations.</p> <p>9 Q. Can I interrupt you for a minute? To</p> <p>10 clarify the record, at Exhibit AG-5-127, Attachment</p> <p>11 1, there's a timeline. Is that correct? Is that</p> <p>12 what you're look at?</p> <p>13 A. [FRANCAZIO] Sure.</p> <p>14 Q. Could I rephrase the question? So at</p> <p>15 Exhibit AG-5-127, Attachment 1, Page 1 of 2, there's</p> <p>16 a column with an abbreviation "COMP date."</p> <p>17 A. [FRANCAZIO] Yes.</p> <p>18 Q. Are those the estimated completion dates</p> <p>19 for each of the recommendations that appear in the</p> <p>20 self-assessment report?</p> <p>21 A. [FRANCAZIO] They are.</p> <p>22 Q. And are these accurate as of this date?</p> <p>23 A. [FRANCAZIO] Well, as I indicated</p> <p>24 previously, we are in the process of implementing</p>	<p style="text-align: center;">76</p> <p>1 of that, and as you see, we've identified, you know,</p> <p>2 senior members of Unitil to be those process owners.</p> <p>3 Q. So you've identified the senior members to</p> <p>4 be the process owners.</p> <p>5 A. [FRANCAZIO] Right.</p> <p>6 Q. And then as you explained before, you're</p> <p>7 still in the process of identifying other folks who</p> <p>8 will actually implement --</p> <p>9 A. [FRANCAZIO] Develop and implement the</p> <p>10 piece.</p> <p>11 Q. Could you identify a budget for each of</p> <p>12 these recommendations?</p> <p>13 A. [FRANCAZIO] We haven't as of yet done that.</p> <p>14 I would say that the majority of these are</p> <p>15 process-driven issues. It doesn't really require a</p> <p>16 lot of dollars associated it. It is really changing</p> <p>17 the business processes that we have today. There's</p> <p>18 going to be some training issues here, and that's</p> <p>19 where we'd have to have a budget related to that</p> <p>20 piece of it.</p> <p>21 I'd have to go back and, you know, look</p> <p>22 at each component. I will say that the OMS</p> <p>23 recommendations and the systems-type recommendations</p> <p>24 are going to be the most expensive. Clearly, that</p>
<p style="text-align: center;">75</p> <p>1 the plan, changes, procedures. These were our best</p> <p>2 estimate at the time. I am not going to say that</p> <p>3 all of them are 100 percent accurate. And until we</p> <p>4 actually sit down with the individuals who are going</p> <p>5 to be assigned that role, I would say that it would</p> <p>6 then be updated to reflect what we think we can get</p> <p>7 done in a certain time frame.</p> <p>8 However, as I also indicated, our</p> <p>9 objective is to have the plans complete by the end</p> <p>10 of August and the processes institutionalized within</p> <p>11 the organization by November. That's the objective.</p> <p>12 Q. And on the same exhibit, AG-5-127,</p> <p>13 Attachment 1, could you identify the personnel for</p> <p>14 each recommendation? Is that person under the</p> <p>15 column Executive Sponsor?</p> <p>16 A. [FRANCAZIO] That is, as it indicates, the</p> <p>17 executive sponsor who owns that particular process</p> <p>18 or that recommendation. That is not the person who</p> <p>19 is going to necessarily be the person implementing</p> <p>20 it. They will be the person -- and again, this gets</p> <p>21 back to the visibility, the governance process. We</p> <p>22 want to make sure that it is transparent to the</p> <p>23 senior team as to the progress we're making in each</p> <p>24 of the areas. And there is a process owner as part</p>	<p style="text-align: center;">77</p> <p>1 will be over a million dollars in those areas.</p> <p>2 Q. You mentioned that you'll be updating the</p> <p>3 completion date for this action plan?</p> <p>4 A. [FRANCAZIO] This action plan is a very</p> <p>5 high-level plan. It was my first cut, just coming</p> <p>6 into the company, looking at the 28 self-assessment</p> <p>7 items, and coming up with a cut at, all right, what</p> <p>8 can we do in relation to what I perceive to be the</p> <p>9 amount of work related to each of those items?</p> <p>10 The next piece of this is obviously to</p> <p>11 put this in a much more detailed plan. So each of</p> <p>12 these would have to have a separate little project</p> <p>13 plan that goes with it, as far as when we're going</p> <p>14 to have a specific team assembled to work through</p> <p>15 the problem, as well as the output of that team, and</p> <p>16 have a specific module that's going to fit into the</p> <p>17 emergency response plan going forward.</p> <p>18 For instance, damage assessment is a</p> <p>19 separate model. Staging sites is a separate module.</p> <p>20 So there's teams working on those pieces that will</p> <p>21 come together at some point in time. And again,</p> <p>22 we're still in the process of developing a detailed</p> <p>23 project plan related to that.</p> <p>24 Q. Do you expect completion by November of</p>

<p style="text-align: center;">78</p> <p>1 2009?</p> <p>2 A. [FRANCAZIO] Yes, we do.</p> <p>3 Q. For all of the recommendations?</p> <p>4 A. [FRANCAZIO] Other than the systems, as I</p> <p>5 indicated previously. Those would be probably a</p> <p>6 longer duration.</p> <p>7 Q. While these processes are ongoing, what is</p> <p>8 to prevent a similar experience as the 2008 ice</p> <p>9 storm from occurring?</p> <p>10 A. [FRANCAZIO] What we've done is gone</p> <p>11 through the 28 recommendations. I prioritized those</p> <p>12 recommendations into those areas that through my</p> <p>13 experience I feel would provide the best avenue to</p> <p>14 ensure a successful restoration, so things like the</p> <p>15 acquisition of additional resources, having specific</p> <p>16 damage assessment processes, being able to have</p> <p>17 logistics identified so that you can actually manage</p> <p>18 large numbers of personnel, the communication</p> <p>19 aspects: These are all the things we prioritized,</p> <p>20 and we intend to have them done earlier in the</p> <p>21 process rather than later in the process. So</p> <p>22 helpfully before hurricane season, or even before a</p> <p>23 severe lightning storm or some event such as that,</p> <p>24 we will have those processes identified, and we</p>	<p style="text-align: center;">80</p> <p>1 here ten minutes from now and ready to go.</p> <p>2 (Recess taken.)</p> <p>3 MS. KOEPNICK: Let's go back on the</p> <p>4 record. After a brief recess, the Attorney General</p> <p>5 is continuing with her cross-examination of the</p> <p>6 company's witnesses. Does Mr. Francazio have a</p> <p>7 question?</p> <p>8 WITNESS FRANCAZIO: I'd like to just</p> <p>9 clarify one issue that came up previously.</p> <p>10 MS. KOEPNICK: Okay.</p> <p>11 A. [FRANCAZIO] There's been a lot of</p> <p>12 discussion about the new set of procedures that</p> <p>13 we're going to be instituting at Unitil. I want to</p> <p>14 make sure that it's clear, though, that there is an</p> <p>15 emergency response plan that exists today. It's</p> <p>16 been effective for them for most events. It was</p> <p>17 problematic for an event of this size and this</p> <p>18 magnitude that impacted all their service territory.</p> <p>19 The new procedures will definitely</p> <p>20 address that, and it will enhance the plan, without</p> <p>21 a doubt. But it isn't as if there is no plan that</p> <p>22 exists today. There is one, and it is something</p> <p>23 that has worked well for them in the past.</p> <p>24 Q. And it is the same plan that was in place</p>
<p style="text-align: center;">79</p> <p>1 could quickly implement.</p> <p>2 Clearly, one of the things we need to do</p> <p>3 is work with each of the area managers so they</p> <p>4 understand how those processes would be implemented</p> <p>5 within their area in the short term.</p> <p>6 So there is, if you want to call it a</p> <p>7 short-term plan, to make sure we get the key</p> <p>8 elements working, and then a longer-term plan, where</p> <p>9 you would bring all those pieces together into a</p> <p>10 comprehensive plan going forward.</p> <p>11 Q. Do you have a list of the recommendations</p> <p>12 in order of priority?</p> <p>13 A. [FRANCAZIO] I do not, not here.</p> <p>14 Q. Could I make a record request, please, for</p> <p>15 a list of the recommendations in Unitil's self-</p> <p>16 assessment report based upon the priority of the</p> <p>17 company, along with their dates of implementation.</p> <p>18 MS. KOEPNICK: This is Record Request</p> <p>19 Attorney General No. 1. Does the witness understand</p> <p>20 the record request?</p> <p>21 (Record Request AG-1.)</p> <p>22 WITNESS FRANCAZIO: I do.</p> <p>23 MS. KOEPNICK: Let's take a very brief</p> <p>24 recess, ten minutes. I ask that everybody be back</p>	<p style="text-align: center;">81</p> <p>1 during the December ice storm?</p> <p>2 A. [FRANCAZIO] It was.</p> <p>3 Q. Thank you. I'm going to move on to a new</p> <p>4 line of questioning, on the issue of communications.</p> <p>5 Mr. Gantz, I have a few questions for you.</p> <p>6 MS. KOEPNICK: Can you please speak up a</p> <p>7 little? We're having trouble hearing.</p> <p>8 MS. MERRICK: Yes.</p> <p>9 Q. Mr. Gantz, can you provide when Unitil was</p> <p>10 able to provide staff in each of the municipal</p> <p>11 emergency response centers, so for each of the towns</p> <p>12 in Fitchburg Gas and Electric's territory? Start</p> <p>13 with Ashby.</p> <p>14 A. [GANTZ] I don't believe Ashby had a formal</p> <p>15 EOC established. I know we had communications with</p> <p>16 Ashby through the course of the week. What</p> <p>17 happened, we brought additional personnel down to</p> <p>18 Fitchburg to assist with the communication with the</p> <p>19 municipalities in Ashby. I know we established a</p> <p>20 regular telephonic communication. And the same was</p> <p>21 true in town.</p> <p>22 We did have people going out into those</p> <p>23 communities at various points in time during the</p> <p>24 event, but we did not have an individual stationed</p>

<p style="text-align: center;">82</p> <p>1 per se on a full-time basis in either of those 2 communities.</p> <p>3 For Fitchburg and Lunenburg, again, we 4 had communication during -- throughout the period. 5 We had individuals that might go out to the area to 6 make contact with folks. I know I took that role in 7 Fitchburg, went to a number of the EOC meetings in 8 Fitchburg, attended many of the mayor's press 9 conferences, but we did not have a full-time 10 presence at the EOC early in the storm.</p> <p>11 I believe it was Thursday, which would 12 have been the 18th, when we began to assign people 13 specifically to staffing positions at the EOC in 14 Fitchburg and in Lunenburg.</p> <p>15 Q. Could you define for the record, please, 16 EOC.</p> <p>17 A. [GANTZ] Emergency operations center. That 18 refers to the local community's command post.</p> <p>19 Q. And so you had staff after the 18th in 20 Fitchburg and Lunenburg, but there was not an EOC in 21 Ashby or Townsend?</p> <p>22 A. [GANTZ] That's correct.</p> <p>23 Q. I'm going to refer you, Mr. Gantz, to the 24 self-assessment report, which is Exhibit FGE-7, at</p>	<p style="text-align: center;">84</p> <p>1 you made visits to each of the towns, whether it was 2 to their EOC or they didn't have an EOC.</p> <p>3 A. [GANTZ] Well, that would have taken place 4 on a number of days throughout the course of the 5 event, and I don't know all of the personnel that 6 might have been visiting those communities at 7 different points in time.</p> <p>8 I do know that I went to the Fitchburg 9 EOC on Saturday, the 13th. I know other personnel 10 also went to the Fitchburg EOC at different points. 11 I know personnel went to the Lunenburg EOC at 12 different points.</p> <p>13 But with respect to the placing of 14 personnel in the EOC? That, again, I believe 15 happened on Thursday the 18th, is when that process 16 began.</p> <p>17 Q. So would you describe the visits by 18 personnel to each of the towns as consistent during 19 the storm event, or was it sporadic?</p> <p>20 A. [GANTZ] It was not as consistent as we 21 would have liked, given the nature of the situation 22 that we were experiencing in three of our divisions 23 in both states. And as a matter of fact, I know we 24 identified -- one of the lessons we learned from</p>
<p style="text-align: center;">83</p> <p>1 Page 81. I'm looking at the second paragraph, the 2 fourth line. It states that on December 19th two 3 DPU staff members visited the Fitchburg DOC and met 4 with storm managers. Was it DPU staff members or 5 Unitil staff members?</p> <p>6 A. [GANTZ] I believe that's referring to two 7 DPU staff members.</p> <p>8 A. [MEISSNER] That is correct. It was DPU 9 staff members, and it was myself and Raymond 10 Letourneau that met with them.</p> <p>11 Q. And when did Unitil provide staff visits to 12 each town?</p> <p>13 A. [GANTZ] I need a clarification of what 14 staff visits -- I thought I already answered that 15 question.</p> <p>16 MS. KOEPNICK: Are you asking what staff 17 she's referring to?</p> <p>18 WITNESS GANTZ: She referred to staff 19 visits. I thought I already answered that question, 20 but I may not have.</p> <p>21 Q. Can you tell me the dates when folks from 22 Unitil or Fitchburg went to each of the towns -- to 23 Ashby, Townsend, Lunenburg, and Fitchburg? I had 24 asked previously about the EOCs, but I'm asking when</p>	<p style="text-align: center;">85</p> <p>1 this process was that not having a consistent person 2 assigned to a municipality, you know, led to some 3 confusion and led to communications not being as 4 effective as they could have been. So we had people 5 rotating through, and that lack of continuity in 6 terms of the context with the different communities 7 was not ideal.</p> <p>8 Q. I'm referring again to the self-assessment, 9 on Page 82. The second full paragraph, it states 10 that "Emergency officials were provided with a 11 dedicated line, which rang directly into the local 12 Unitil EOC." Who staffed this line on the Unitil 13 side?</p> <p>14 A. [GANTZ] That line goes directly into what 15 we had referred to as the storm room and will be 16 staffed by the restoration coordinator or his 17 designees who would be in the storm room.</p> <p>18 Q. Could you identify who those folks are?</p> <p>19 A. [MEISSNER] The local restoration managers 20 in Fitchburg were Chris Dube and Mark Frappier, were 21 acting as restoration coordinators, and they were 22 supplemented by engineering personnel from our 23 corporate office, including our director of 24 engineering and our manager of energy systems</p>

<p style="text-align: center;">86</p> <p>1 engineering. And there may have been additional 2 personnel, in addition, but those were probably the 3 four people that were consistently in the EOC. 4 A. [GANTZ] And this is our EOC in this case, 5 not the town's. 6 Q. Yes, I'm asking on your end, your EOC. 7 Could I refer you now to Exhibit 8 AG-1-34. I recognize that this response was 9 prepared by Mr. Letourneau, so let me ask the 10 question, and you can decide who would like to 11 answer. 12 It's stated that public safety officials 13 were given a dedicated phone line and could reach 14 operations personnel directly. Is that correct? 15 A. [LETOURNEAU] That's correct. 16 Q. When did that begin for each town in the 17 Fitchburg territory? 18 A. [LETOURNEAU] I'm sorry, I couldn't hear 19 the question. 20 Q. When did that begin in each town in the 21 Fitchburg territory? 22 MS. KOEPNICK: Could you repeat the 23 question? 24 Q. When did that begin in each town in the</p>	<p style="text-align: center;">88</p> <p>1 Q. How was that communicated to the town 2 personnel, that there was an alternative dedicated 3 line? 4 A. [MEISSNER] It would have been communicated 5 by the local restoration coordinator. 6 Q. And for how long was the dedicated line 7 compromised? How long were they unable to reach -- 8 A. [MEISSNER] Well, once the decision was 9 made to change the phone line, it was for the 10 remainder of the event. The phone number was 11 actually changed to a new number. 12 Q. And so, again, that new number was 13 communicated to municipal officials by whom? 14 A. [MEISSNER] Based on my understanding, yes, 15 by the people in our local storm room. 16 Q. How long did it take to get the new line 17 established? 18 A. [MEISSNER] I believe once it was switched 19 over, it happened instantly. They switched from one 20 number to another. 21 Q. So was it compromised for any amount of 22 time? 23 A. [MEISSNER] Well, there would have been a 24 period of time when the line might have been busy</p>
<p style="text-align: center;">87</p> <p>1 Fitchburg territory? 2 A. [LETOURNEAU] Before the storm began, 3 approximately December 10th. Part of our emergency 4 response plan includes contacting the towns and 5 verifying contact information, including the 6 dedicated phone lines. 7 Q. And were the dedicated phone lines 8 functioning continuously throughout the storm? 9 A. [LETOURNEAU] Yes, they were. 10 Q. Are you aware of any problems experienced 11 by public safety officials in reaching operations 12 personnel directly? 13 A. [LETOURNEAU] I am not personally aware of 14 any situations, no. 15 A. [GANTZ] If I could just add to the 16 response: There is a footnote both in the report as 17 well as on this data response that that dedicated 18 line did become compromised inadvertently, I 19 believe, that was released to the customers and 20 began becoming overloaded with customer calls. It 21 was no longer useful as an emergency line. It was 22 discontinued, and there was a replacement, 23 replacement extension that was then used for that 24 purpose later in the event.</p>	<p style="text-align: center;">89</p> <p>1 because of the call volume, so that was what caused 2 the change to a new number. 3 Q. And for approximately how long? 4 A. [MEISSNER] I don't have personal knowledge 5 of that. 6 A. [LETOURNEAU] I do not. 7 Q. Mr. Gantz, can you tell me what information 8 was provided to local emergency response personnel 9 other than that information that was available in 10 the CSRs? 11 A. [GANTZ] Let me clarify the question. When 12 you refer to information in the CSRs, I think you 13 may be referring to actually what we call a PSA, 14 which is a public service advisory -- 15 Q. Yes, that you provide -- 16 A. [GANTZ] -- which is formal outgoing 17 information to media and public officials. 18 So the PSA was the primary outgoing 19 communication vehicle, to provide that base of 20 information to all of our outlets. In addition, 21 there would have been regular communication from the 22 storm room to emergency officials in each of the 23 communities, dealing with things like wire-down 24 calls, emergency calls. That would be something</p>

<p style="text-align: center;">90</p> <p>1 that, you know, the restoration coordinators would 2 be responsible for those direct contacts.</p> <p>3 In addition, during the course of this 4 event, obviously, because of the length of time and 5 the number of customers affected, there were, if you 6 will, a spillover of calls coming from all different 7 directions. So we had more calls coming in from 8 local communities, from sometimes the Town office or 9 the Town administrators or the selectmen or the 10 elected representatives. So during the event, me 11 and the staff that was reporting to me began to take 12 more of those calls, to serve as a two-way conduit 13 of information to the company as well as outgoing. 14 So that was something that increasingly began to 15 take place throughout the event.</p> <p>16 I'm not sure if that responds to your 17 question entirely, but it's a general summary of 18 things that we described in the reports and in the 19 data responses.</p> <p>20 Q. Could you provide any relevant documents 21 showing how some of the information that you 22 provided to local emergency response personnel was 23 different from that which was contained in the PSAs?</p> <p>24 A. [GANTZ] The data -- some of the</p>	<p style="text-align: center;">92</p> <p>1 lots of conversations. So we don't have a log of 2 that communication. We don't have a log of exactly 3 what was communicated or by whom.</p> <p>4 Q. Did personnel contacting the municipal 5 offices have any access to town- and neighborhood- 6 specific information on the location of crews and 7 the estimated time for restoration of service?</p> <p>8 A. [GANTZ] The -- let me use, for example, 9 the people that we did embed in Fitchburg and 10 Lunenburg. We know that one of the difficulties is 11 that a lot of the questions that they were being 12 asked were things that we did not have information 13 for. For instance, the folks working on the 14 restoration would be looking at repairing circuits. 15 Customers would be interested in their specific 16 situation, which might be an address in the 17 community. And given the extent of the damage to 18 all the different parts of the system, it was really 19 impossible to give good information at the level of 20 an individual customer, in terms of when crews were 21 going to be there or when that customer might be 22 repaired.</p> <p>23 So I know one of the concerns was that 24 the people we had in the EOCs could not provide the</p>
<p style="text-align: center;">91</p> <p>1 information that the local officials were asking 2 about would have been very specific to the 3 community, having to do with the locations of the 4 lines down or the locations of problems that needed 5 to be addressed, very specific kinds of questions 6 that wouldn't be in a PSA.</p> <p>7 In addition, they were often interested 8 in kind of -- the status of crews, where the crews 9 were going to be working, what they were going to be 10 working on, in some cases helping to identify some 11 priority areas or questions from individual 12 customers.</p> <p>13 So the nature of that information flow 14 during the course of the event was generally a lot 15 more detailed and specific than the PSA information 16 would have been, and in some cases more of an 17 operational nature.</p> <p>18 Q. Are there documents showing that 19 information flow?</p> <p>20 A. [GANTZ] There may be documents showing the 21 information flow but not the specific contacts. We 22 did not have a log of all the communications with 23 local officials. It was generally happening moment 24 to moment during the event, lots of contacts and</p>	<p style="text-align: center;">93</p> <p>1 kinds of information that people were seeking from 2 them, so it was a source of dissatisfaction.</p> <p>3 Q. But how were local emergency response 4 personnel apprised of whether down lines were hot or 5 dead?</p> <p>6 A. [MEISSNER] Well, I mean, I think it's fair 7 to say that all the down lines were dead at the 8 outset. The whole system was deenergized. And as 9 we restored circuits, all the fuses and side taps 10 were all cleared because everything was damaged. So 11 all the lines were dead.</p> <p>12 Q. So there were never any concerns by 13 municipal officials or contractors or anybody about 14 whether any down lines could still have been live?</p> <p>15 A. [MEISSNER] There may have been concerns, 16 but I don't have firsthand knowledge of the 17 communications that would have been involved in 18 terms of those concerns.</p> <p>19 Q. Mr. Gantz, do you know of any concerns?</p> <p>20 A. [GANTZ] I do know that there were in some 21 cases direct communications into the storm room 22 about areas where, for example, the DPWs might be 23 working to clear streets. They had some concerns 24 about whether the lines that they're seeing in the</p>

<p style="text-align: center;">94</p> <p>1 streets, you know, were live or not. And they were 2 following a procedure that said if they didn't know, 3 they had to assume it was live. 4 In some cases we had -- for periods of 5 time we had an employee that was assigned to DPW 6 crews to identify the wires and verify that they 7 were not live, so that then the tree-clearing 8 operation could proceed. 9 And I would say -- you know, there were 10 many calls that came into the storm room from the 11 different communities with questions about what was 12 live and wasn't live, and in some cases crews would 13 be dispatched to locations or individuals dispatched 14 to locations to verify the status. 15 It was my understanding in some cases 16 there were procedures that -- I think in the City of 17 Fitchburg they had a procedure that they had 18 individuals that were trained in the use of hot 19 sticks to identify the status of a line, and that 20 was a procedure that they were using to identify the 21 status of lines. 22 Q. So is it your testimony that the company 23 was always aware of the status of each of the lines 24 that were down?</p>	<p style="text-align: center;">96</p> <p>1 Q. I'm going to move on to some questions 2 concerning communications with consumers. 3 Mr. Lambert, could I ask you to refer to Exhibit 4 AG-1-13. 5 MS. KOEPNICK: Was that AG-1-13? 6 MS. MERRICK: Yes, AG-1-13. 7 A. [LAMBERT] Yes, I have it. 8 Q. Thank you. In this response it states that 9 Until attempted to contact each of the 11 critical- 10 care customers that reported an outage between 11 December 11th and December 13th; is that correct? 12 A. [LAMBERT] That's correct. 13 Q. And is critical care the same as life- 14 support customers? 15 A. [LAMBERT] It is. 16 Q. Would you describe this as a passive or an 17 active approach to reaching out to these customers? 18 A. [LAMBERT] Well, in our -- as each customer 19 had contacted us, to call them back afterwards, you 20 could generally describe that as a more passive 21 approach, I guess. 22 However, as we go through -- as we go 23 through future events, one of our lessons learned 24 was to develop a procedure that we would proactively</p>
<p style="text-align: center;">95</p> <p>1 A. [MEISSNER] One thing, in terms of context: 2 This storm was really different than any other 3 storm. Under normal circumstances there may be 4 lines down at specific locations. There may be a 5 dozen locations where there is a wire down. In that 6 situation, of course, company representatives go to 7 each of those locations and verify whether the line 8 is energized or not. 9 In this storm there was no such 10 location. There were lines down everywhere, miles 11 and miles, dozens of miles, we've estimated perhaps 12 as many as 150 to 200 miles. Under that 13 circumstance, there is no way to respond to each and 14 every wire down. There were just wires down 15 everywhere. 16 So our procedures were to restore the 17 system in a way that we were not energizing wires 18 that might be down. We proceeded in a fashion from 19 the substation where we cleared all the side taps, 20 cleared all the other parts of the circuitry, and 21 restored in phases all the way through. So there 22 should never have been a time that there were wires 23 that were energized during the course of our 24 restoration.</p>	<p style="text-align: center;">97</p> <p>1 contact these customers, to identify specific jobs 2 of representatives or supervision staff that would 3 perform those duties as well, so not only call them, 4 before an event and during an event, but also 5 document each and every call. 6 Q. And what if you couldn't reach them by 7 phone? 8 A. [LAMBERT] We'd certainly make every 9 attempt to try to reach them by phone. One thing 10 that we had identified was to ensure that the list 11 is the most up to date with all telephone numbers, 12 land-line telephone numbers, cell numbers, and then 13 the procedure was to pose that same question to 14 customers, if there are any other ways that they 15 would like to be contacted. 16 Q. And the same response, Exhibit AG-1-13, 17 indicates that you have no record of any successful 18 contact with those who did report outages; is that 19 correct? 20 A. [LAMBERT] I wouldn't characterize it 21 necessarily that way. It's just basically we didn't 22 have records that, whether we did contact them -- 23 were able to contact them or were unable to. Each 24 one was attempted to be contacted, I believe several</p>

<p style="text-align: center;">98</p> <p>1 times, shortly after they reported their outage.</p> <p>2 Q. And the same response indicates that Unitil</p> <p>3 did not contact the other 56 life-support customers;</p> <p>4 is that correct?</p> <p>5 A. [LAMBERT] That's correct.</p> <p>6 Q. Given the severity of the storm, did Unitil</p> <p>7 believe it had any responsibility to contact all of</p> <p>8 the critical-care customers on a proactive basis?</p> <p>9 A. [LAMBERT] We did not have a procedure</p> <p>10 prior to the storm or during the storm that stated</p> <p>11 to contact them in a proactive way. Certainly the</p> <p>12 decision not to contact the 56 was not a deliberate</p> <p>13 decision. It was just during the unprecedented</p> <p>14 event, it just called certainly for a need to</p> <p>15 complete this process in a more improved way for all</p> <p>16 future events.</p> <p>17 Q. Could you please describe the critical-care</p> <p>18 and health issues that might put somebody on a</p> <p>19 critical-care list.</p> <p>20 A. [LAMBERT] I believe I define that in one</p> <p>21 of the requests, that stated the customer's need for</p> <p>22 electricity services during a prolonged outage. An</p> <p>23 example of that would be oxygen.</p> <p>24 Q. So electricity or extended lack thereof</p>	<p style="text-align: center;">100</p> <p>1 A. [LAMBERT] Could I ask you just to restate</p> <p>2 that question, if you would?</p> <p>3 MS. MERRICK: Actually, could I ask the</p> <p>4 court reporter to restate it, please.</p> <p>5 (Question read.)</p> <p>6 A. [GANTZ] I think that's probably more from</p> <p>7 the standpoint of operations restoration</p> <p>8 coordination responsibility, in terms of the</p> <p>9 operational details -- for example, the emergency</p> <p>10 officials, State officials. You know, Mr. Lambert's</p> <p>11 responsibility is on the customer side and not so</p> <p>12 much in terms of the communications for the</p> <p>13 restoration program itself.</p> <p>14 Q. Could another member of the panel answer</p> <p>15 that question from the operations standpoint and</p> <p>16 tell me in what priority you reach out to emergency</p> <p>17 personnel, to State, to municipal?</p> <p>18 A. [MEISSNER] I'm not sure we can answer</p> <p>19 specifically. Our plan does have plans that involve</p> <p>20 embedding in local EOCs and so forth. As I said,</p> <p>21 there is a telephone number that rings directly into</p> <p>22 our storm office.</p> <p>23 At the outset of the storm, the whole</p> <p>24 system was out. The transmission system was out</p>
<p style="text-align: center;">99</p> <p>1 could mean a life-or-death situation for some of</p> <p>2 these customers?</p> <p>3 A. [LAMBERT] It could, if a customer did not</p> <p>4 seek alternative resources, which the company was</p> <p>5 providing in several different forms, through the</p> <p>6 PSAs. Because one thing we did recognize was that,</p> <p>7 as electricity was down, communications across the</p> <p>8 system as well were down, with the local telephone</p> <p>9 vendor. What we also had pointed to was to work</p> <p>10 with the Towns, to work through our PSAs, to get</p> <p>11 shelter information out, to get safety information</p> <p>12 out to the customers throughout the event.</p> <p>13 Q. Is there a priority list of calls, in terms</p> <p>14 of the life-support customers? Do you know who you</p> <p>15 try to reach out to first?</p> <p>16 A. [LAMBERT] No. Once they're on the list,</p> <p>17 those are the customers that we are going to call.</p> <p>18 So as a customer -- in the event of this storm, our</p> <p>19 procedure was, as they called in, we would call them</p> <p>20 back immediately.</p> <p>21 Q. Do you have a priority list generally of</p> <p>22 the category of people that you call when a storm</p> <p>23 event like this hits -- for example, municipal</p> <p>24 officials, State officials, life-support customers?</p>	<p style="text-align: center;">101</p> <p>1 feeding into our system. During the early hours,</p> <p>2 all the folks were engaged exclusively on trying to</p> <p>3 get transmission restored. And even once the</p> <p>4 external transmission was restored, everybody</p> <p>5 locally was engaged in restoring our own</p> <p>6 transmission. So therefore, I would have to say</p> <p>7 that people made decisions on the spot where they</p> <p>8 engaged in restoration activities, trying to get</p> <p>9 that transmission back, believing that in doing so</p> <p>10 they would restore service to a majority of</p> <p>11 customers. And therefore, in making that decision,</p> <p>12 they didn't embed at the local EOCs, as the plan</p> <p>13 said.</p> <p>14 I think it was recognized early on that</p> <p>15 they needed help in that communication, and</p> <p>16 therefore I think that help was forthcoming on</p> <p>17 Saturday, which is when people first arrived to help</p> <p>18 with the local communication.</p> <p>19 Q. Mr. Lambert, could I ask you to look at</p> <p>20 Exhibit AG-4-108.</p> <p>21 A. [LAMBERT] Yes, I have it.</p> <p>22 Q. Why didn't Unitil ask fire or police to</p> <p>23 contact the 11 critical-care customers that couldn't</p> <p>24 be reached?</p>

<p style="text-align: center;">102</p> <p>1 A. [LAMBERT] I'm not sure why we didn't. We</p> <p>2 could certainly take that under advisement as we</p> <p>3 develop our new plan. But again, it was not a</p> <p>4 deliberate decision not to contact them or not to</p> <p>5 explore all avenues to contact them. I will take</p> <p>6 that under advisement going forward.</p> <p>7 But we did point out, it wasn't a</p> <p>8 deliberate decision, did point out the need for</p> <p>9 specific jobs going forward.</p> <p>10 Q. Could you look, please, to Exhibit</p> <p>11 AG-4-110.</p> <p>12 A. [LAMBERT] Okay.</p> <p>13 Q. This again refers to Exhibit AG-1-13 and</p> <p>14 asks about the status and condition of the other 56</p> <p>15 life-support customers during and after the storm</p> <p>16 and restoration event. Is that correct?</p> <p>17 A. [LAMBERT] That's correct.</p> <p>18 Q. And can you tell me, has the company</p> <p>19 considered changing its operations to be aware of</p> <p>20 the status and the condition of its life-support</p> <p>21 customers during severe storm events?</p> <p>22 A. [LAMBERT] Yes, we have. As part of an</p> <p>23 attachment, we have attached the newly revised life-</p> <p>24 support procedure. That includes contacting,</p>	<p style="text-align: center;">104</p> <p>1 be exceeded, it would feed into an overflow IVR that</p> <p>2 would provide customers the outage option to report</p> <p>3 their outage. So we have contracted with our</p> <p>4 current IVR vendor and have implemented it and</p> <p>5 tested it. And that's completed as we speak.</p> <p>6 Q. Could I refer you to Exhibit AG-1-62, at</p> <p>7 Attachment 2. Actually, there's Attachment 1 and</p> <p>8 Attachment 2, that's kind of lengthy. But if you</p> <p>9 could look, please, to Page 10 of 38 of Attachment</p> <p>10 2?</p> <p>11 A. [LAMBERT] I have it.</p> <p>12 Q. This is an email message concerning -- one</p> <p>13 of the things it concerns is when customers were</p> <p>14 told they could expect full restoration. Is that</p> <p>15 correct?</p> <p>16 A. [LAMBERT] That's correct.</p> <p>17 Q. Could you please describe day by day from</p> <p>18 December 11th on what your call center told</p> <p>19 customers that their estimated restoration times</p> <p>20 were.</p> <p>21 A. [LAMBERT] The call-center representatives</p> <p>22 were using, as our procedure, which is our procedure</p> <p>23 in a storm, to use the same information as stated in</p> <p>24 our PSAs. So as a summary table -- all of our PSAs</p>
<p style="text-align: center;">103</p> <p>1 proactively contacting all life-support customers on</p> <p>2 the list prior to an event and at least each day</p> <p>3 during an event.</p> <p>4 Q. Mr. Lambert, have you heard of a system</p> <p>5 called MARS, M-A-R-S, Mutual Assistance Routing</p> <p>6 System?</p> <p>7 A. [LAMBERT] I have heard of it. I can't say</p> <p>8 I'm familiar enough to speak to it, but I have heard</p> <p>9 of it.</p> <p>10 Q. There's a similar system, called 21st</p> <p>11 Century Communications, which is a vendor. Is this</p> <p>12 a type of system that you've considered using?</p> <p>13 A. [LAMBERT] As I understand, what services</p> <p>14 the vendor 21 Century provides, they provide a</p> <p>15 service that would allow customers to overflow from</p> <p>16 the utilities into a similar system. At that point,</p> <p>17 I believe MARS would allow the customers to come</p> <p>18 back into the company's realm, to company personnel,</p> <p>19 during a very large event.</p> <p>20 Until, we have completed -- one of</p> <p>21 our self-assessment recommendations was to have an</p> <p>22 overflow call center, where if a customer were to</p> <p>23 call in and that would exceed the normal number of</p> <p>24 lines that go into the call center, if that were to</p>	<p style="text-align: center;">105</p> <p>1 stated -- the representatives would be relying on</p> <p>2 this information, that was further communicated from</p> <p>3 emails, voice communications with them, meetings as</p> <p>4 well. So from December 11th....</p> <p>5 A. [GANTZ] We're looking at Table 8 in the</p> <p>6 self-assessment report, which is on Page 78, which</p> <p>7 summarizes the messages that were contained in the</p> <p>8 PSAs. So we're looking at the entry for December</p> <p>9 12th, which is the first post-event PSA.</p> <p>10 A. [LAMBERT] So taking us from there, on</p> <p>11 December 12th, it would take days to restore power,</p> <p>12 was the first message.</p> <p>13 On December 13th, at 8:30 p.m., we still</p> <p>14 continued that it will take days to restore power.</p> <p>15 At December 14th, at around the same</p> <p>16 time, 9:00 p.m., we cannot provide specific</p> <p>17 estimated restoration times, but anticipates that</p> <p>18 restoration efforts will continue for several days</p> <p>19 in hard-hit areas.</p> <p>20 On December 15th, at 9:30 p.m., Unitil</p> <p>21 cannot provide specific estimated restoration times</p> <p>22 but anticipates that restoration efforts will</p> <p>23 continue for several days in the hard-hit areas.</p> <p>24 On December 16th, at 10:10 p.m., service</p>

<p style="text-align: center;">106</p> <p>1 restoration for Unitil's New Hampshire operations is 2 expected to be essentially complete in the capital 3 area, on Wednesday in the Seacoast area, in the 4 subsequent overnight issues, with the exception of 5 individual service issues and subject to potential 6 delay due to weather.</p> <p>7 Q. It continues that the company wasn't able 8 to give specific restoration times until about 9 December 23rd; is that correct? I'm looking at the 10 self-assessment report on Page 80.</p> <p>11 A. [GANTZ] We did include some information on 12 December 17th and 18th about when we expected 13 restoration in the Fitchburg area to be done. The 14 first one, on the 17th, referred to restoration of 15 all primary circuits in Massachusetts is expected 16 Thursday in Fitchburg, Friday in Townsend and 17 Lunenburg, and on the weekend in Ashby. So that was 18 the first specific town-by-time estimated 19 restoration times that were provided, and that was 20 on December 17th.</p> <p>21 Q. If I look back to Exhibit AG-1-62 at 22 Attachment 1, you've also got a similar table with 23 dates, numbers of PSAs, messages regarding estimated 24 restoration times, and other messages. If I look at</p>	<p style="text-align: center;">108</p> <p>1 customers. If it says several days, that would be 2 the communication out to the customers.</p> <p>3 Q. Mr. Gantz, referring again on this page to 4 Exhibit AG-1-62, Attachment 1, and the PSA for 5 December 17th. December 17th was a Wednesday, and 6 this states that restoration of all primary circuits 7 will occur on Thursday in Fitchburg, Friday in 8 Townsend and Lunenburg, and then on the weekend in 9 Ashby. Is that correct?</p> <p>10 A. [GANTZ] Yes.</p> <p>11 Q. Could I refer you back to the Unitil 12 report, which is Exhibit FGE-2 --</p> <p>13 A. [GANTZ] Yes.</p> <p>14 Q. -- the winter storm report, at Attachment 15 2. It's Bates-stamped FGE 140.</p> <p>16 MS. KOEPNICK: What attachment is that?</p> <p>17 MS. MERRICK: It's Volume 2, the 18 attachments to the report of Unitil/Fitchburg Gas 19 and Electric on the 2008 winter storm report. It's 20 the February 23rd, 2009 report. It's identified as 21 Exhibit FGE-2. It's Tab 6. It's FGE 140, at the 22 bottom of the page, this is an advisory notice.</p> <p>23 MS. PURCELL: It's Bates-stamped 140?</p> <p>24 MS. MERRICK: Yes.</p>
<p style="text-align: center;">107</p> <p>1 the entries for December 11 through December 16, am 2 I correct in concluding that Unitil provided no 3 specific estimates of restoration times in its PSAs 4 other than "several days"?</p> <p>5 A. [GANTZ] I believe that's correct, yes.</p> <p>6 Q. And during the period between December 11th 7 and December 16th, Mr. Lambert, did communications 8 center personnel say anything to customers like 12- 9 to 24-hour recovery time, in terms of giving an 10 estimation of recovery time?</p> <p>11 A. [LAMBERT] I'm not sure. I don't have any 12 cases where customer-service representatives had 13 said that to any customers.</p> <p>14 One thing that we do, in the emails -- 15 and some of the purposes of the emails were to let 16 customer-service representatives privy of some of my 17 conversations with operations personnel. This was 18 based on historical knowledge of what happens in a 19 storm. So that's how I put through those messages 20 in emails.</p> <p>21 But with the procedures that we state to 22 the customer-service representatives, we say we 23 always come back to the PSA. If the PSA says it 24 will take days, that's the communication out to the</p>	<p style="text-align: center;">109</p> <p>1 A. [GANTZ] Yes.</p> <p>2 Q. Would it be correct that this specific 3 estimate I referred to previously actually was 4 released in a PSA on Tuesday, December 16th, which 5 is what appears here on Page FGE 140?</p> <p>6 A. [GANTZ] Yes, that's correct. Could I take 7 a moment to confer?</p> <p>8 Q. Sure.</p> <p>9 (Pause.)</p> <p>10 A. [GANTZ] We think there's an error. The 11 table is incorrect. It's incomplete in the PSA. 12 There was a separate paragraph that contained that 13 specific estimate of restoration time for the 14 Fitchburg communities, and it's not included in that 15 cell in the table. It may have gotten dropped off 16 inadvertently. So you are correct that the table is 17 not entirely accurate.</p> <p>18 Q. The table on the self-assessment report?</p> <p>19 A. [GANTZ] The table is not entirely accurate 20 because it doesn't contain that specific estimated 21 restoration time for the Massachusetts communities.</p> <p>22 Q. And I'm still looking at the page marked 23 FGE 140.</p> <p>24 A. [GANTZ] Yes.</p>

<p style="text-align: center;">110</p> <p>1 Q. In the third paragraph, does "restoration</p> <p>2 of primary circuits" mean complete power restoration</p> <p>3 to customers?</p> <p>4 A. [GANTZ] No; and we know this was a source</p> <p>5 of some confusion as well. The target for that</p> <p>6 restoration effort during the week was to get the</p> <p>7 primary circuits up. That's obviously the backbone</p> <p>8 of the system. In a normal storm, you get the</p> <p>9 primaries up, and then you have a handful of</p> <p>10 individual service issues to deal with. This storm</p> <p>11 obviously was not anything we had experienced</p> <p>12 before. It was quite a bit out of our -- out of the</p> <p>13 ordinary.</p> <p>14 As we can see now, looking backwards,</p> <p>15 this sentence may have created a little bit more</p> <p>16 optimism than was warranted, given the extent of the</p> <p>17 damage along the side taps and individual services.</p> <p>18 Rather than having a handful of individual services</p> <p>19 that get picked up at the tail end of your storm</p> <p>20 restoration effort, the experience in this case was</p> <p>21 quite different, with extensive damage for</p> <p>22 individual services and some of the side taps.</p> <p>23 So it was an estimate of primary circuit</p> <p>24 restoration and perhaps did not give as accurate a</p>	<p style="text-align: center;">112</p> <p>1 So it was simply, I think, an effort to</p> <p>2 convey that not every single customer was going to</p> <p>3 be restored and that it was going to take longer to</p> <p>4 restore all the individual problems at the end of</p> <p>5 the event.</p> <p>6 Q. And does this PSA translate to December</p> <p>7 18th for Fitchburg and December 19th for Townsend</p> <p>8 and Lunenberg and December 21st for Ashby? That</p> <p>9 would have been the next following days of the week</p> <p>10 where restoration was estimated.</p> <p>11 A. [GANTZ] Remind me again: The 16th was</p> <p>12 Tuesday?</p> <p>13 Q. Tuesday, yes.</p> <p>14 A. [GANTZ] So this said Thursday in</p> <p>15 Fitchburg, which would have been the 18th, Friday,</p> <p>16 Townsend and Lunenberg on the 19th, and Ashby over</p> <p>17 the weekend, which would have been 20 and 21.</p> <p>18 Q. Can I refer you now, please, Mr. Gantz, to</p> <p>19 Exhibit AG-1-23, at Attachment 1.</p> <p>20 A. [GANTZ] This has Mr. Meissner's name on</p> <p>21 it. We have it.</p> <p>22 Q. Is it correct that customers weren't</p> <p>23 actually restored in the Fitchburg Gas and Electric</p> <p>24 service territory until December 25th?</p>
<p style="text-align: center;">111</p> <p>1 picture as would have been advisable at that point</p> <p>2 for a total system restoration or when all customers</p> <p>3 would be back.</p> <p>4 Q. So the confusion that you mentioned, do you</p> <p>5 think that customers may not have understood the</p> <p>6 difference between restoration of primary circuits</p> <p>7 and "your power will be back on"?</p> <p>8 A. [GANTZ] We tried to explain that, both in</p> <p>9 media calls, public calls, and I know the</p> <p>10 customer-service people probably grappled with that,</p> <p>11 for people that were reading this. But it's not the</p> <p>12 kind of thing you can explain in the middle of a</p> <p>13 crisis, when people want to get their power back.</p> <p>14 A. [MEISSNER] I think the only thing that we</p> <p>15 were trying to differentiate there -- and this is</p> <p>16 something that the operations people probably say</p> <p>17 more so than customer service -- is we could restore</p> <p>18 the primary lines, but there would still be</p> <p>19 customers who had individual service problems and so</p> <p>20 forth. So there could be individual customers that</p> <p>21 still did not have service even though the primary</p> <p>22 lines had been restored. Those are always restored</p> <p>23 last in a restoration event, because you're trying</p> <p>24 to restore as many customers as possible.</p>	<p style="text-align: center;">113</p> <p>1 A. [MEISSNER] The final customers were</p> <p>2 restored on December 25th; that's correct.</p> <p>3 Q. Mr. Lambert, I'm going to ask you another</p> <p>4 question about some of the IVR messages. Did IVR</p> <p>5 messages provide customers any specific restoration</p> <p>6 and condition assessment information based on</p> <p>7 neighborhood?</p> <p>8 A. [LAMBERT] No, it did not. The IVR</p> <p>9 messages that customers heard were generally</p> <p>10 designed around the PSA messages.</p> <p>11 Q. Could you define IVR for me?</p> <p>12 A. [LAMBERT] Interactive voice response.</p> <p>13 Q. Did the messages provide customers with any</p> <p>14 specific information by town?</p> <p>15 A. [LAMBERT] Yes, it did.</p> <p>16 Q. Can you tell me if call-center</p> <p>17 representatives have access to real-time information</p> <p>18 concerning restoration progress and the estimated</p> <p>19 times for restoration?</p> <p>20 A. [LAMBERT] No, they do not. The</p> <p>21 information they're provided with concerning</p> <p>22 restoration efforts and estimated times of</p> <p>23 restoration are through our PSAs and through</p> <p>24 operations staff.</p>

<p style="text-align: right;">114</p> <p>1 Q. So they're limited to PSA information?</p> <p>2 A. [LAMBERT] For a storm like this, it was</p> <p>3 largely around the PSAs, yes.</p> <p>4 Q. Could I ask you to refer to Exhibit</p> <p>5 AG-1-62, at Attachment 2. Page 34 of 38.</p> <p>6 A. [LAMBERT] Yes, I have it.</p> <p>7 Q. The top half of this page contains an email</p> <p>8 about services scheduled for customers.</p> <p>9 A. [LAMBERT] Correct.</p> <p>10 Q. Can you tell me what the term in the first</p> <p>11 bullet "HTE ticket" means?</p> <p>12 A. HTE is the vendor information for our</p> <p>13 customer information system, our billing system.</p> <p>14 Q. What does HTE stand for?</p> <p>15 A. [LAMBERT] That's a good question. They</p> <p>16 actually don't go by a name. They're now HTE.</p> <p>17 They're now SunGuard HTE, through a recent merger.</p> <p>18 Q. I'm going to refer you to Exhibit AG-5-135,</p> <p>19 please. This response talks about conference calls</p> <p>20 as a manner to inform CSRs of updated outage</p> <p>21 information; is that correct?</p> <p>22 A. [LAMBERT] Yes, that's correct.</p> <p>23 Q. Could you describe in your response to</p> <p>24 Exhibit AG-5-135 how your answer up to the</p>	<p style="text-align: right;">116</p> <p>1 the incident commander is the person going forward</p> <p>2 who has overall responsibility for providing the</p> <p>3 information to the chief information officer. That</p> <p>4 chief information officer will structure that</p> <p>5 information to the appropriate communication</p> <p>6 channels. The customer-service organization is one</p> <p>7 of those channels going forward.</p> <p>8 That is not the only mechanism by which</p> <p>9 they will get information. They will also get from</p> <p>10 the emergency response center itself, there will be</p> <p>11 a hotline that they can call down into as well as</p> <p>12 information that will be provided on a four-hour</p> <p>13 basis as we provide that same update-type</p> <p>14 information to others as well.</p> <p>15 The key difference here is that all the</p> <p>16 information, including the estimated restoration</p> <p>17 times, will be approved by the incident commander.</p> <p>18 So he is the single point of accountability going</p> <p>19 forward. There are not going to be multiple</p> <p>20 channels of information in our information process.</p> <p>21 As far as OMS: OMS is not effective in</p> <p>22 the early phases of a major event where everything</p> <p>23 is flat. All it's going to tell you is that you're</p> <p>24 out. It does not tell you your damage, the type of</p>
<p style="text-align: right;">115</p> <p>1 discussion of OMS differs, if any, from that which</p> <p>2 exists today?</p> <p>3 A. [FRANCAZIO] Since I --</p> <p>4 Q. And I think Mr. Francazio also prepared</p> <p>5 this response.</p> <p>6 A. [FRANCAZIO] Part of this response really</p> <p>7 talked about how are we going to provide information</p> <p>8 in the future. The conference calls are not going</p> <p>9 to be the only mechanism by which they're going to</p> <p>10 get information. This gets back into the complete</p> <p>11 revision of the communication protocol, how the</p> <p>12 incident commander now is going to be the person who</p> <p>13 is actually responsible for ensuring the messaging</p> <p>14 that goes out is correct.</p> <p>15 I think it would be beneficial to talk</p> <p>16 about how the whole future process is going to work.</p> <p>17 For that, I would like to sort of pull out what I</p> <p>18 had provided for 127, which is a communication</p> <p>19 protocol level. We will get to the OMS question, I</p> <p>20 promise.</p> <p>21 Q. Okay.</p> <p>22 A. [FRANCAZIO] But we had put together, I had</p> <p>23 put together, a depiction of how those communication</p> <p>24 channels have to be aligned going forward. Clearly,</p>	<p style="text-align: right;">117</p> <p>1 damage, and how much time and energy it's going to</p> <p>2 take to repair those damages. That's what the</p> <p>3 damage assessment has to do.</p> <p>4 So it is a combination of damage</p> <p>5 assessment and then later on, after you've picked up</p> <p>6 the majority of the system, that OMS provides any</p> <p>7 value in that process at all, especially after you</p> <p>8 pick up a complete feeder and you do a call-out to</p> <p>9 the customers and say, "Please, if you are still out</p> <p>10 of power, please give us a call," something to that</p> <p>11 effect. That then would initiate some information</p> <p>12 back into the OMS system, and then we can redispach</p> <p>13 folks to those locations.</p> <p>14 But it is a combination of -- it's a</p> <p>15 combination of the damage assessment in the early</p> <p>16 phases and then the outage management would provide</p> <p>17 those values toward the end of a restoration effort.</p> <p>18 MS. KOEPNICK: How many more questions</p> <p>19 do you have along this line? I'm looking for a good</p> <p>20 break.</p> <p>21 MS. MERRICK: One.</p> <p>22 Q. Could I refer you again, Mr. Lambert, to</p> <p>23 AG-5-142.</p> <p>24 A. [LAMBERT] I have it.</p>

<p style="text-align: right;">118</p> <p>1 Q. This question asks about whether Unitil</p> <p>2 evaluated the potential for contracting with a</p> <p>3 backup service to take calls when the current lines</p> <p>4 and CSR capability has been reached in a large</p> <p>5 outage. Is that correct?</p> <p>6 A. [LAMBERT] Correct.</p> <p>7 Q. Unitil is not planning to have any backup</p> <p>8 and/or overflow capability? Is that the gist of</p> <p>9 this answer?</p> <p>10 A. [LAMBERT] No. Essentially, the way I</p> <p>11 viewed a backup call center would be with</p> <p>12 representatives, additional representatives, who</p> <p>13 would be trained to answer appropriately on behalf</p> <p>14 of the customers. That's kind of the context of how</p> <p>15 I answered this question.</p> <p>16 The company has, as I stated earlier,</p> <p>17 contracted with our IVR vendor for an overflow</p> <p>18 capability. That would only occur if customers were</p> <p>19 to call in in excess of the number of the lines that</p> <p>20 we have into our call center, which in fact will be</p> <p>21 doubled by July 1st, as I've stated in this. We had</p> <p>22 68 working lines for the storm. The working-line</p> <p>23 numbers are now 114. Like I said, by July 1st, 137</p> <p>24 will be in.</p>	<p style="text-align: right;">120</p> <p>1 locations. So that could be referred to as an</p> <p>2 overflow capability. And part of what I know in the</p> <p>3 going-forward plans, we're going to want to make</p> <p>4 sure that the people that are at the end of those</p> <p>5 phones will be properly trained to address that as a</p> <p>6 second job. If they too get brought into the CSR</p> <p>7 process in a major event, they're going to need to</p> <p>8 have training for that.</p> <p>9 Q. Thank you.</p> <p>10 MS. KOEPNICK: This is a good place to</p> <p>11 take a lunch break. Let's take a one-hour break and</p> <p>12 be prepared to proceed then.</p> <p>13 (Lunch recess taken.)</p> <p>14 MS. KOEPNICK: We are back on the record</p> <p>15 after a one-hour recess for lunch. We're continuing</p> <p>16 with the Attorney General's cross-examination of the</p> <p>17 panel of witnesses. Is the Attorney General ready</p> <p>18 to proceed?</p> <p>19 MS. MERRICK: Yes, we are. Thank you.</p> <p>20 Q. Mr. Gantz, could I ask you to refer to</p> <p>21 Exhibit AG-3-67.</p> <p>22 A. [GANTZ] Yes, I have it.</p> <p>23 Q. This information request concerns</p> <p>24 compensation and bonuses for executives and managers</p>
<p style="text-align: right;">119</p> <p>1 So as I stated in this response, with</p> <p>2 the additional lines and with the overflow, we feel</p> <p>3 that it would -- and with trained company personnel,</p> <p>4 we feel that we'd be able to appropriately handle an</p> <p>5 outage of this size in the future.</p> <p>6 Q. And when you say the overflow, you mean the</p> <p>7 overflow capability that you've contacted your IVR</p> <p>8 vendor about?</p> <p>9 A. [LAMBERT] Correct.</p> <p>10 Q. And have you priced that out or come up</p> <p>11 with a timeline or a budget for that?</p> <p>12 A. [LAMBERT] It's actually already in place.</p> <p>13 The significant budget impacts would be, if it were</p> <p>14 used, it would be on a per -- each time it's used or</p> <p>15 hit, it would be a per-call charge back to the</p> <p>16 company. The implementation has been completed.</p> <p>17 A. [GANTZ] There is one other procedure that</p> <p>18 is not referenced in this response, that I know is</p> <p>19 elsewhere, and that is a procedure that allows the</p> <p>20 call center in Concord, New Hampshire, to deploy</p> <p>21 calls in the queue to any extension in the Unitil</p> <p>22 system, so that we can create our own internal</p> <p>23 overflow, if you want to call it that, to all</p> <p>24 administrative personnel and others at other</p>	<p style="text-align: right;">121</p> <p>1 of Fitchburg Gas and Electric. Is that correct?</p> <p>2 A. [GANTZ] Yes.</p> <p>3 Q. Can you answer some questions about the</p> <p>4 company's incentive payment for management?</p> <p>5 A. [GANTZ] I will do my best.</p> <p>6 Q. Can you confirm the statement in a March</p> <p>7 14th, 2009 Boston Globe article that the CEO of</p> <p>8 Unitil was awarded nearly \$300,000 for, quote,</p> <p>9 "outperforming his 2008 job goals," end quote?</p> <p>10 A. [GANTZ] What was that number, again?</p> <p>11 Q. 300,000.</p> <p>12 A. [GANTZ] It was a little bit -- his</p> <p>13 incentive compensation for 2008 was a little bit</p> <p>14 less than that. It was reported in the proxy. It's</p> <p>15 public information. That information was also</p> <p>16 provided in a data response.</p> <p>17 Q. And what is the number? You said it was a</p> <p>18 little below --</p> <p>19 A. \$294,796 for incentive compensation.</p> <p>20 Q. Have other members of Unitil's senior</p> <p>21 management received bonuses based on 2008</p> <p>22 performance?</p> <p>23 A. [GANTZ] Yes. And just to clarify: I</p> <p>24 think, as I understand it, there's a technical</p>

<p style="text-align: center;">122</p> <p>1 difference between a bonus and incentive 2 compensation. These were incentive compensation. 3 The difference, as I understand it, is a bonus is 4 something that is evaluated and granted after the 5 end of the year on different criteria, whereas an 6 incentive compensation program is clearly defined in 7 advance of the year, with specific goals and metrics 8 as part of the compensation program. And then based 9 upon performance of those metrics, the award is 10 either granted or not at the end of the year. 11 So subject to that clarification, the 12 incentive compensation program did result in a 13 payout of incentive compensation to every 14 employee -- every nonunion employee of Unitil. 15 Q. And what goals and metrics were used for 16 that incentive compensation? 17 A. [GANTZ] There's a data response that goes 18 into that in some detail. If you could perhaps help 19 me locate that data response, it would assist. 20 MS. KOEPNICK: Is it possibly AG-3-67? 21 MS. MERRICK: We're looking at AG-3-67. 22 Q. But there's another data request, 23 Mr. Gantz, that gives the numbers. 24 MS. KOEPNICK: The DPU, the fourth set,</p>	<p style="text-align: center;">124</p> <p>1 And then finally, the residential electric rates is 2 the level of achievement on residential rates 3 measured, again, against peer utility companies. 4 Those are the six components. There is 5 a weighting that applies to those components, and 6 then results in specific metrics in each of those 7 six areas that are measured at the end of the year. 8 Attachment 3 to that response actually provides you 9 with a table which shows the measure, the weighting, 10 the results achieved, and then the compilation of 11 results. 12 The results in each area are measured 13 against a range of values as a target, and then 14 there is a minimum and then there is a maximum. 15 Q. Is it likely that emergency response might 16 be a metric in future incentive compensation 17 measurements? 18 A. [GANTZ] I don't specifically recall any 19 conversations about that. That would be a matter 20 that the compensation committee of the board would 21 determine. I know we've -- I do recall we've looked 22 at the reliability factor and determined that we do 23 need to have a specific factor for performance in 24 the gas side of the business, since it hasn't been</p>
<p style="text-align: center;">123</p> <p>1 one of the last questions? 2 MS. KOEPNICK: Let's go off the record 3 really briefly as we identify this. 4 (Discussion off the record.) 5 MS. KOEPNICK: Let's go back on the 6 record. 7 Q. Mr. Gantz, could you refer, please, to 8 DPU-FGE-4-11. 9 A. [GANTZ] Yes, I have it. 10 Q. And can you confirm the criteria used to 11 award incentive compensation to Unitil management? 12 A. [GANTZ] Yes. The criteria are listed in 13 that response. There are six measures that are 14 utilized in the incentive compensation program. The 15 first one is earnings per share. The second is a 16 three-year-average return on equity. The third is a 17 cost per customer that looks at O&M costs in a 18 three-year period against peer utility companies. 19 There's a measurement on reliability that's based on 20 achievement of reliability based on SAIDI. There's 21 a measurement based on customer satisfaction that 22 looks at results from a customer-satisfaction survey 23 we issue each year, and we benchmark that against 24 national data from the Edison Electric Institute.</p>	<p style="text-align: center;">125</p> <p>1 included in the metrics. But it's my understanding 2 that that's something that's being looked at to 3 include in the future. 4 Q. And that's only for gas? That isn't for 5 the electric side, that you might look at the weight 6 of reliability -- 7 A. [GANTZ] That's the one conversation that 8 I've had that talks about changes, potential changes 9 in these metrics going forward. I'm not familiar 10 with any other discussions. I don't have 11 responsibility in the human resources area of the 12 company. 13 Q. I have a question for the panel: Referring 14 to AG-3-70. This concerns estimated bills. 15 A. [LAMBERT] Yes, I have it. 16 Q. In this data request, we asked how the 17 company estimated bills for customers in December of 18 2008 and January of 2009; is that correct? 19 A. [LAMBERT] Correct. 20 Q. And there's a certain number of bills that 21 were estimated. Why weren't more estimated bills 22 checked? 23 A. [LAMBERT] To clarify your question: Why 24 weren't they checked prior to being sent out?</p>

<p style="text-align: right;">126</p> <p>1 Q. Yes.</p> <p>2 A. [LAMBERT] Well, with the system that we</p> <p>3 have in place, that is preprogrammed to estimate, to</p> <p>4 provide estimates for these customers, that's an</p> <p>5 approved system procedure. It is in correspondence</p> <p>6 with our estimating procedure that's been filed with</p> <p>7 the Department. Without a reading or specific</p> <p>8 information on restoration times by customer, we</p> <p>9 felt that this was a reasonable method for getting</p> <p>10 bills out the door.</p> <p>11 Q. Could I refer you, Mr. Lambert, to Exhibit</p> <p>12 AG-5-143.</p> <p>13 A. [LAMBERT] Yes, I have it.</p> <p>14 Q. Thank you. This data request concerns</p> <p>15 Recommendation 16 and, again, the issue of estimated</p> <p>16 bills. Can you tell me, what has the company done</p> <p>17 to revise the bill estimation model that was used</p> <p>18 during or immediately following the winter storm</p> <p>19 event?</p> <p>20 A. [LAMBERT] The company has not currently</p> <p>21 revised the estimating model that the system uses.</p> <p>22 This is again a model that works effectively</p> <p>23 throughout normal times of the year, when the</p> <p>24 company does have to estimate customers.</p>	<p style="text-align: right;">128</p> <p>1 since the last valid meter reading and the average</p> <p>2 historical daily customer use?</p> <p>3 A. [LAMBERT] Could you restate that for me?</p> <p>4 I'm sorry.</p> <p>5 Q. Yes. Does the algorithm that's built into</p> <p>6 your billing system, does it work by counting the</p> <p>7 number of days since the last valid meter reading,</p> <p>8 and does it average the historical daily customer</p> <p>9 use?</p> <p>10 A. [LAMBERT] What our estimation model does</p> <p>11 do is to look at historical information, historical</p> <p>12 billed information. Then from there, it will take</p> <p>13 that historical billed information, based on the</p> <p>14 criteria that I stated, and it will apply that -- it</p> <p>15 will get an average usage per day and then take that</p> <p>16 usage per day and calculate it by the number of days</p> <p>17 in the cycle that we're about to bill.</p> <p>18 In cases -- during the storm we had one</p> <p>19 billing reading cycle that was performed on the 12th</p> <p>20 during the storm, during the first day of the storm,</p> <p>21 that we looked with our AMI system -- it has the</p> <p>22 ability, if you don't have an actual reading on that</p> <p>23 day, which we in most cases did not on the 12th, it</p> <p>24 will actually go back and look at three prior --</p>
<p style="text-align: right;">127</p> <p>1 However, going forward, the company will</p> <p>2 be evaluating any other integrations with systems</p> <p>3 that would allow for -- that would allow us to take</p> <p>4 into consideration restoration times during a large</p> <p>5 event like we saw, such as this.</p> <p>6 But since the company has not seen a</p> <p>7 multiday event such as the one that we saw, the</p> <p>8 estimating model that we have in place has proven to</p> <p>9 be very effective. Along with our AMI system, it's</p> <p>10 actually minimized the amount of times a customer</p> <p>11 has to be estimated, which I've provided numbers</p> <p>12 for.</p> <p>13 Q. Could I refer you to AG-5-144, please. In</p> <p>14 this response you discuss the reasoning and the</p> <p>15 methodology used in estimated billing; is that</p> <p>16 correct?</p> <p>17 A. [LAMBERT] Right.</p> <p>18 Q. And you stated that due to a large number</p> <p>19 of bills, it was decided to use the automatic</p> <p>20 algorithms for estimated bills rather than to go</p> <p>21 through a manual billing process; is that correct?</p> <p>22 A. [LAMBERT] That's correct.</p> <p>23 Q. Does the algorithm that's built into your</p> <p>24 billing system work by counting the number of days</p>	<p style="text-align: right;">129</p> <p>1 will look at prior readings. So it will</p> <p>2 automatically take a look at any actual reading that</p> <p>3 the AMI system produced, and then it would calculate</p> <p>4 that for the numbers of days that that represented.</p> <p>5 So, for instance, if it didn't have a</p> <p>6 reading on the 30th day, it would look at the last</p> <p>7 reading that it had -- for instance, on the 29th</p> <p>8 day -- and then bill the customer on an actual read</p> <p>9 for 29 days.</p> <p>10 Q. So the algorithm doesn't take into account</p> <p>11 the number of days without power that a customer may</p> <p>12 have experienced.</p> <p>13 A. [LAMBERT] It does not.</p> <p>14 Q. It just goes back, as you've explained.</p> <p>15 A. [LAMBERT] Correct.</p> <p>16 Q. In the response to AG-5-144, you state that</p> <p>17 any overestimation due to the outage would be</p> <p>18 reconciled in the next bill upon actual meter reads;</p> <p>19 is that correct?</p> <p>20 A. [LAMBERT] That's correct.</p> <p>21 Q. And do you believe customers receiving a</p> <p>22 bill for a full month's usage when they were out of</p> <p>23 power for half a month will be understanding of that</p> <p>24 logic?</p>

<p style="text-align: right;">130</p> <p>1 A. [LAMBERT] Do I know if they would be 2 understanding?</p> <p>3 Q. What's your opinion about whether they will 4 be understanding about it?</p> <p>5 A. [LAMBERT] The complaints that we heard -- 6 I could speak to the complaints that we heard from 7 customers was that "I was out of power for eight 8 days, and you estimated my bill for 30 days." And 9 our response for those customers was that they could 10 pay either a portion of that bill that would be 11 representative of those eight days, as an example, 12 and then a reconciliation would occur in the January 13 reading, of an actual bill. They had that option, 14 or they could choose that they don't have to pay an 15 estimated bill and they could wait to pay both 16 bills, in essence, upon the January reading. That 17 was our feeling going forward, that customers didn't 18 have to pay this estimated bill.</p> <p>19 Q. And how was that communicated to customers?</p> <p>20 A. [LAMBERT] We communicated that when 21 customers called in. We gave a very specific set of 22 instructions for the customer-service 23 representatives. This was their response to 24 customers. We had also put out a bill message in</p>	<p style="text-align: right;">132</p> <p>1 A. [LAMBERT] Yes, we are considering. We are 2 considering that.</p> <p>3 A. [GANTZ] Just to add: You know, it has its 4 difficulties, and particularly developing accurate 5 data for how long a specific customer is out for an 6 event. That's not something we could construct for 7 this event, for example. So you'd want to make sure 8 that you had a system, through OMS or AMI or other 9 data sources, an ability to quickly, accurately, and 10 automatically calculate the number of days that a 11 customer was out, factor that into the billing 12 formula for the estimated bills. It's not a trivial 13 process to do that, and it's something that we'll 14 have to get looked at.</p> <p>15 Q. Is it something that could be done under 16 the recommendations that are being implemented with 17 respect to OMS and AMI?</p> <p>18 A. [GANTZ] I guess I would say -- others on 19 the panel can hop in here. But we don't know 20 whether it could accurately be done yet or not. 21 It's one of the details of implementation of OMS to 22 determine whether that's something that actually 23 could be done and could be done accurately, 24 reliably, and consistently.</p>
<p style="text-align: right;">131</p> <p>1 January that fully informed customers that their 2 bill may have been estimated last month and that 3 they should contact with questions, for which they 4 had done.</p> <p>5 Q. In retrospect, if Unitil had an algorithm 6 which took into account interruptions of service, 7 would it be more acceptable to customers, do you 8 think?</p> <p>9 A. [LAMBERT] Well, it's hard for me to speak 10 to if it would be acceptable to customers. There's 11 certainly a lot that would have to go into such an 12 algorithm -- not only calculating the numbers of 13 days, but also temperature things. If it got warmer 14 in a period than in others, then I think we would 15 look perhaps some additional rationale that may or 16 may not have been accurate as well, when in fact it 17 was on an estimated bill. We chose to look forward, 18 if they were going to pay on an actual bill, that it 19 would truly reflect all the usage that they had 20 used.</p> <p>21 Q. Is a revised billing algorithm which could 22 take into account interruptions in service something 23 that Unitil is considering for future 24 implementation?</p>	<p style="text-align: right;">133</p> <p>1 Q. Mr. Lambert, could I refer you to Exhibit 2 AG-1-56.</p> <p>3 A. [LAMBERT] Yes, I have it.</p> <p>4 Q. And this data response asks you to describe 5 Unitil's customer call center locations, normal 6 staffing, and outage staffing; is that correct?</p> <p>7 A. [LAMBERT] That's correct.</p> <p>8 Q. And in your response you state that you 9 handle an average of 800 to 1,000 calls per day; is 10 that correct?</p> <p>11 A. [LAMBERT] That's correct.</p> <p>12 Q. So for the period from December 11th, 2008, 13 through December 25th, 2008, at 1,000 calls per day, 14 one would expect roughly 14,000 calls; is that 15 correct?</p> <p>16 A. [LAMBERT] Right.</p> <p>17 Q. But here, in this response, you received 18 165,000 calls; is that right?</p> <p>19 A. [LAMBERT] Yes.</p> <p>20 Q. Can I next refer you to AG-1-7.</p> <p>21 A. [LAMBERT] Yes, I have it.</p> <p>22 Q. And in your response here about the maximum 23 number of calls that the call center can take at a 24 single time prior to the 2008 ice storm, the maximum</p>

<p style="text-align: center;">134</p> <p>1 number of simultaneous calls were 68.</p> <p>2 A. [LAMBERT] That's correct.</p> <p>3 Q. Is this due to the number of trunk lines?</p> <p>4 A. [LAMBERT] That's right. That's correct.</p> <p>5 Q. I'd ask you to look now to the next page,</p> <p>6 to AG-1-8.</p> <p>7 A. [LAMBERT] Yes.</p> <p>8 Q. This asks what the maximum number of calls</p> <p>9 Unitil's call center can intake at a single time</p> <p>10 after the 2008 storm; is that right?</p> <p>11 A. [LAMBERT] That's right.</p> <p>12 Q. Referring to AG-1-8, the maximum will be</p> <p>13 increased to 114 calls; is that right?</p> <p>14 A. [LAMBERT] That's correct.</p> <p>15 Q. You state that you received 165,000 calls</p> <p>16 from December 11 to December 25; correct?</p> <p>17 A. [LAMBERT] Yes.</p> <p>18 Q. And that's from the prior --</p> <p>19 A. [LAMBERT] Right.</p> <p>20 Q. If received at a steady, even pace, how</p> <p>21 many calls per day is this? And subject to check,</p> <p>22 would you accept that 165,000 calls divided by 14</p> <p>23 days would be 11,786 calls a day?</p> <p>24 A. [LAMBERT] Without checking the math, sure.</p>	<p style="text-align: center;">136</p> <p>1 distribution?</p> <p>2 A. [LAMBERT] I have not.</p> <p>3 Q. Did Unitil use any such technique to</p> <p>4 determine the adequacy or inadequacy of 114 trunk</p> <p>5 lines?</p> <p>6 A. [LAMBERT] Yes, the analysis we went</p> <p>7 through was, in addition to the acquisition with our</p> <p>8 Northern Utilities company, we wanted to look at how</p> <p>9 many trunk lines on a peak day, in a peak period of</p> <p>10 time, which we looked at during the peak hour during</p> <p>11 the peak day of the week for Northern Utilities on</p> <p>12 all three of the companies in the electric and gas</p> <p>13 service territories, and it's 24 lines that are</p> <p>14 required over that time period. And that was based</p> <p>15 on an analysis specific to a call center, a call-</p> <p>16 center analysis that would take into consideration</p> <p>17 the factors that I told you, how you would be able</p> <p>18 to determine that: average handle times, arrival</p> <p>19 rates. That's how I was able to determine that 24</p> <p>20 on average would be required.</p> <p>21 We made the decision to increase the</p> <p>22 lines to 114, to certainly overtrunk the call</p> <p>23 center. And then, in addition to that, we're going</p> <p>24 to be adding an additional 23 by July 1st. That</p>
<p style="text-align: center;">135</p> <p>1 Q. And if these calls, the 11,786, were</p> <p>2 received evenly over 24 hours during the day, would</p> <p>3 you accept subject to check that this is 491 calls</p> <p>4 per hour?</p> <p>5 A. [LAMBERT] Sure. Subject to check, sure.</p> <p>6 Q. And all calls aren't received evenly.</p> <p>7 A. [LAMBERT] Correct.</p> <p>8 Q. So one could expect a few thousand calls</p> <p>9 during some hours.</p> <p>10 A. [LAMBERT] Correct, sure.</p> <p>11 Q. Are you aware of the mathematics used for</p> <p>12 queuing, such as for waiting lines and for phone</p> <p>13 services?</p> <p>14 A. [LAMBERT] I'm aware of call trunking</p> <p>15 analysis services that would take into account</p> <p>16 arrival rates for the day -- like we were referring</p> <p>17 to here, when you're expecting calls to come in --</p> <p>18 and then how long each line was to be taken up.</p> <p>19 Talk times or handle times, average handle times,</p> <p>20 would be also included in that factor. And using</p> <p>21 that, you'd be able to determine how many</p> <p>22 representatives or how many trunk lines you would</p> <p>23 need for a call center.</p> <p>24 Q. Have you heard of a Poisson, P-o-i-s-s-o-n,</p>	<p style="text-align: center;">137</p> <p>1 would essentially double the size of the call center</p> <p>2 from prior to and during the storm.</p> <p>3 My analysis took me to, in an extreme</p> <p>4 event, that that would be sufficient during regular</p> <p>5 average handle times, but as average handle times</p> <p>6 change, as they do during the storm, to longer hold</p> <p>7 times, longer talk times from customers. There were</p> <p>8 different variations to that.</p> <p>9 The final piece of the puzzle was, if</p> <p>10 all the lines -- even if we had an event such as</p> <p>11 this that would overwhelm our lines again to even</p> <p>12 double the capacity, 137, we would have the system</p> <p>13 overflow that would go down to our IVR vendor, that</p> <p>14 would handle some of those peak peaks.</p> <p>15 Q. And what basis do you have to state that</p> <p>16 the 114 lines will be adequate?</p> <p>17 A. [LAMBERT] Based on the analysis that we</p> <p>18 had put forward in the -- like I said, the call</p> <p>19 center, the calculations that we'd use.</p> <p>20 But it's hard to, you know, determine if</p> <p>21 we should increase the lines further. We feel that,</p> <p>22 with 137 lines, it would have been sufficient to</p> <p>23 handle even this storm, the peak areas; and then, of</p> <p>24 course, the overflow takes on the peaks from there.</p>

<p style="text-align: center;">138</p> <p>1 Q. Could I ask you to refer to AG-2-66. This</p> <p>2 was a response that was prepared by Mr. Meissner.</p> <p>3 A. [MEISSNER] Yes.</p> <p>4 Q. In this data request, we're asking about</p> <p>5 the company's reimbursements to customers, any</p> <p>6 refunds or other compensation made to customers for</p> <p>7 their losses during the storm.</p> <p>8 A. [MEISSNER] Yes.</p> <p>9 Q. Could you please describe the outcome of</p> <p>10 the 59 pending claims by customers alleging property</p> <p>11 damage?</p> <p>12 A. [MEISSNER] What is the outcome since this</p> <p>13 data request was prepared? Is that the question?</p> <p>14 Q. Correct. In the second full paragraph of</p> <p>15 the response you state that, of the total number of</p> <p>16 claims, 59 are pending.</p> <p>17 A. [MEISSNER] I would have to take that as a</p> <p>18 record request, because it's really handled by our</p> <p>19 risk manager.</p> <p>20 Q. Could I make a record request, please.</p> <p>21 MS. KOEPNICK: That's Record Request</p> <p>22 Attorney General 2. Would you state that one more</p> <p>23 time for the record.</p> <p>24 Q. Referring to Exhibit AG-2-66: Please</p>	<p style="text-align: center;">140</p> <p>1 be considered small outages versus what would be</p> <p>2 considered large outages?</p> <p>3 A. [LETOURNEAU] If I may: The example that I</p> <p>4 gave wasn't referencing an event being small or</p> <p>5 being large. The response was trying to clarify the</p> <p>6 question regarding is FG&E's criteria based on the</p> <p>7 fastest possible restoration. So the example I gave</p> <p>8 was a storm which involved 500 crew days to repair</p> <p>9 the work. 500 crew days is 500 crew days, and you</p> <p>10 can restore that with 100 crews in five days, or you</p> <p>11 can restore that with 50 crews in ten days. The end</p> <p>12 result is, you do 50 crew days of work. And in</p> <p>13 either scenario, again, essentially the cost would</p> <p>14 be quite similar. You use the same amount of</p> <p>15 material. You have the same amount of labor</p> <p>16 involved. You need the same amount of food, same</p> <p>17 amount of lodging, et cetera, et cetera. It's just</p> <p>18 that one would take five days and one would take ten</p> <p>19 days.</p> <p>20 Q. Can I ask you to refer to Exhibit AG-5-125,</p> <p>21 please.</p> <p>22 A. [LETOURNEAU] Yes.</p> <p>23 Q. In this response you indicate that Unitil</p> <p>24 is a member of New England Mutual Aid Group only.</p>
<p style="text-align: center;">139</p> <p>1 describe the outcome of the 59 pending claims by</p> <p>2 customers alleging property damage.</p> <p>3 MS. KOEPNICK: And the witness</p> <p>4 understands the record request?</p> <p>5 WITNESS MEISSNER: I do, yes.</p> <p>6 Q. Could I add to that, request, please:</p> <p>7 and/or the current status of those claims.</p> <p>8 MS. KOEPNICK: Thank you.</p> <p>9 (Record Request AG-2.)</p> <p>10 Q. Mr. Letourneau, could I ask you, please, to</p> <p>11 refer to Exhibit AG-4-103.</p> <p>12 A. [LETOURNEAU] I have it.</p> <p>13 Q. This question asks about FG&E's criteria</p> <p>14 for determining the number of crews to request for a</p> <p>15 storm response; is that correct?</p> <p>16 A. [LETOURNEAU] That's correct.</p> <p>17 Q. Could you tell me, what are the charges</p> <p>18 related to the storm for both small outages and</p> <p>19 large outages?</p> <p>20 A. [LETOURNEAU] I'm afraid I don't understand</p> <p>21 the question.</p> <p>22 Q. In your response you describe the economic</p> <p>23 and financial factors regarding the determination of</p> <p>24 crews requested. Are there charges for what would</p>	<p style="text-align: center;">141</p> <p>1 Can you tell me why Unitil isn't a part of any other</p> <p>2 mutual aid group?</p> <p>3 A. [LETOURNEAU] This response was regarding</p> <p>4 -- the reference to the New England Mutual Aid</p> <p>5 Group --</p> <p>6 Mutual aid groups are by their -- they</p> <p>7 are geographically based. So Unitil would belong to</p> <p>8 the mutual aid group that is in this area, which is</p> <p>9 the New England area. These other mutual aid groups</p> <p>10 that are listed in the response, which are from some</p> <p>11 of the responses that we provided elsewhere, are</p> <p>12 outside of our geographic area, and there's no need</p> <p>13 for us to be a member of those mutual aid groups, in</p> <p>14 terms of emergency response.</p> <p>15 Q. Does that include Edison Electric</p> <p>16 Institute?</p> <p>17 A. [LETOURNEAU] No, Edison Electric is</p> <p>18 different. That is a different -- that -- we had</p> <p>19 another data request with respect to EEI, 5-126.</p> <p>20 Unitil was a member of the Edison Electric Institute</p> <p>21 for a period of time in the early 1990s. For the</p> <p>22 reasons listed in 5-126, we allowed our membership</p> <p>23 to expire. We recently have -- according to the</p> <p>24 recommendations in our self-assessment report, there</p>

<p style="text-align: right;">142</p> <p>1 is a section of EEI that you can join without 2 becoming a member, which is EEI Restore Power, which 3 is essentially a Web-based tool where any company, 4 any vendor, contractors, can become a member for a 5 fee. That would give access to additional 6 resources. Vendors could get your name and they 7 could contact you or we could contact them, and 8 Unitil has joined EEI Restore Power.</p> <p>9 Q. Referring to Exhibit AG-5-126, the annual 10 cost to Unitil of belonging to the Edison Electric 11 Institute, EEI, is \$45,000; is that right?</p> <p>12 A. [LETOURNEAU] Annually, \$45,000 annually, 13 yes.</p> <p>14 Q. What are the benefits of EEI membership?</p> <p>15 A. [LETOURNEAU] The EEI membership -- No. 4 16 in the response describes the activities of EEI. 17 EEI is a lobbying effort. A large percentage of 18 their time is spent lobbying. Their main offices 19 are located in Washington, D.C.</p> <p>20 They have many different issues that are 21 facing the utility industry, and two of the large 22 ones right now are transmission assets and 23 generation facilities. I found this out through 24 conversations with EEI.</p>	<p style="text-align: right;">144</p> <p>1 (Recess taken.)</p> <p>2 MS. KOEPNICK: We're back on the record 3 after a brief recess. Mr. Chan, will you be 4 continuing the cross-examination for the Attorney 5 General?</p> <p>6 MR. CHAN: That is correct. I will be 7 continuing this portion of cross-examination.</p> <p>8 MS. KOEPNICK: Are you ready to proceed?</p> <p>9 MR. CHAN: Yes, I am, Madam Hearing 10 Officer.</p> <p>11 MS. KOEPNICK: Please go ahead.</p> <p>12 MR. CHAN: Thank you.</p> <p>13 CROSS-EXAMINATION</p> <p>14 BY MR. CHAN:</p> <p>15 Q. Mr. Letourneau, staying with the EEI 16 component for a bit: Could you please describe to 17 us what the restoration membership entails? The 18 Restore membership entails.</p> <p>19 A. [FRANCAZIO] It's a fee that you pay. At 20 that point they give you access to a database. That 21 database contains all the other utilities that are 22 members, and it provides you contact information for 23 those.</p> <p>24 Q. How expansive is this list?</p>
<p style="text-align: right;">143</p> <p>1 Unitil doesn't own transmission assets, 2 nor do we have generation facilities. So when we 3 allowed our membership to expire, the benefits to 4 our company or our customers -- there was no 5 corresponding -- for the \$45,000, we didn't feel it 6 was in our interest or our customers' best interest 7 to be members.</p> <p>8 Q. Is one of the benefits the ability to 9 access mutual aid?</p> <p>10 A. [LETOURNEAU] No, you can join EEI Restore 11 Power without becoming a member, which as I 12 mentioned a couple of minutes ago, we did join EEI 13 Restore Power.</p> <p>14 Q. Have you already joined the Restore Power 15 program?</p> <p>16 A. [LETOURNEAU] Yes, we have.</p> <p>17 Q. How much does it cost?</p> <p>18 A. [LETOURNEAU] \$2,000 annually.</p> <p>19 Q. When did you join?</p> <p>20 A. [FRANCAZIO] Approximately two weeks ago.</p> <p>21 MS. MERRICK: Madam Hearing Officer, 22 could we take a brief break?</p> <p>23 MS. KOEPNICK: Sure. Let's go off the 24 record.</p>	<p style="text-align: right;">145</p> <p>1 A. [FRANCAZIO] It's significant. It's 2 probably over 100 companies on the list.</p> <p>3 Q. And that would represent companies in the 4 United States and Canada?</p> <p>5 A. [FRANCAZIO] It does, as well as 6 contractors.</p> <p>7 Q. And let's say you need to access that list 8 immediately because hypothetically a storm hits 9 tomorrow morning. How quickly could you get a 10 response in?</p> <p>11 A. [FRANCAZIO] Typically you get a response 12 within a couple of hours from that utility. You 13 will contact that individual. They'll have to go 14 back into their organization and see how many crews 15 they can put together. They'll come back with some 16 sort of estimate of how many resources are 17 available.</p> <p>18 Q. How long has this particular type of 19 membership been available to utility companies from 20 EEI?</p> <p>21 A. [FRANCAZIO] It's probably been around 30, 22 40 years, I guess. I really don't know. I'm 23 guessing.</p> <p>24 Q. Well, guessing -- more than 20 years,</p>

<p style="text-align: right;">146</p> <p>1 perhaps?</p> <p>2 A. [FRANCAZIO] It's been as long as I've been</p> <p>3 in the business, it's been there; let me put it that</p> <p>4 way.</p> <p>5 Q. Mr. Letourneau, could I refer to the</p> <p>6 response in AG-1-35.</p> <p>7 A. [LETOURNEAU] Yes.</p> <p>8 Q. In this data response, you state that</p> <p>9 Unitil does not perform detailed prestorm planning</p> <p>10 activities based on set 120-, 96-, 72-, or 48-hour</p> <p>11 intervals; is that correct?</p> <p>12 A. [LETOURNEAU] That is correct.</p> <p>13 Q. Have you reviewed any other companies'</p> <p>14 emergency response plan, ERP, to see if this type of</p> <p>15 checklist exists in your planning?</p> <p>16 A. [LETOURNEAU] No, I have not.</p> <p>17 Q. Does Unitil engage in any type of weather</p> <p>18 tracking?</p> <p>19 A. [LETOURNEAU] Yes, we do.</p> <p>20 Q. As storms come to the region, how many</p> <p>21 hours in advance are you monitoring the storm?</p> <p>22 A. [LETOURNEAU] We are monitoring our weather</p> <p>23 forecast on a continuous basis. We have a 24-hour,</p> <p>24 seven-day-a-week dispatcher that is a subscriber to</p>	<p style="text-align: right;">148</p> <p>1 varies. You know, if you think about thunderstorms,</p> <p>2 you may only have a few hours' notice or may have,</p> <p>3 at most, that day's notice. A hurricane, you may</p> <p>4 have five days' notice. For an ice storm, there was</p> <p>5 perhaps two days' notice. So I think the answer</p> <p>6 really depends on the nature of the event.</p> <p>7 Q. Mr. Gantz, what is the cost-to-date</p> <p>8 estimate for Unitil's -- let me rephrase that. What</p> <p>9 has been the cost to date to Unitil of the storm</p> <p>10 response in December?</p> <p>11 A. [GANTZ] I think that would be good to put</p> <p>12 in a record request.</p> <p>13 A. [MEISSNER] We answered that in a data</p> <p>14 request already, but I don't have an updated number</p> <p>15 since we answered that data response.</p> <p>16 Q. Let's get an updated number.</p> <p>17 MS. KOEPNICK: That's Record Request</p> <p>18 Attorney General 3. Can you restate that for the</p> <p>19 record, please.</p> <p>20 MR. CHAN: We would like to know what</p> <p>21 the cost is to date for Unitil from the December</p> <p>22 storm.</p> <p>23 A. [GANTZ] I assume you're interested in</p> <p>24 Fitchburg Gas and Electric?</p>
<p style="text-align: right;">147</p> <p>1 a weather service, and they provide alerts when</p> <p>2 weather is anticipated to hit either our</p> <p>3 Massachusetts or New Hampshire service center.</p> <p>4 Q. What is the name of the provider?</p> <p>5 A. [LETOURNEAU] DTN/Meteorlogix.</p> <p>6 Q. How many years have you been using this</p> <p>7 provider?</p> <p>8 A. [LETOURNEAU] I am not certain.</p> <p>9 Q. You get your weather updates how many times</p> <p>10 per day?</p> <p>11 A. [LETOURNEAU] I'm not certain of the</p> <p>12 process that the weather updates occur. I'm aware</p> <p>13 that the dispatchers have continuous monitoring, so</p> <p>14 I'm not sure that there is a process where somebody</p> <p>15 goes and gets an update. It's continually updated,</p> <p>16 so it's constant weather.</p> <p>17 Q. In your opinion, what is the ideal notice</p> <p>18 period Unitil should have in anticipation of a storm</p> <p>19 event?</p> <p>20 A. [LETOURNEAU] Depending on the event -- it</p> <p>21 depends on the event. In order to respond to that</p> <p>22 question, I would have to know the specific details</p> <p>23 of the event.</p> <p>24 A. [MEISSNER] Just to clarify: I think it</p>	<p style="text-align: right;">149</p> <p>1 Q. All three territories, please.</p> <p>2 MS. KOEPNICK: Do you want that estimate</p> <p>3 broken down by service territory?</p> <p>4 MR. CHAN: Yes, please.</p> <p>5 MS. KOEPNICK: Does the witness</p> <p>6 understand the record request?</p> <p>7 WITNESS MEISSNER: Yes.</p> <p>8 (Record Request AG-3.)</p> <p>9 Q. Mr. Letourneau, if you know a storm is</p> <p>10 coming to your service territory, any of the three</p> <p>11 service territories, when do you decide to conduct</p> <p>12 prestorm activities?</p> <p>13 A. [LETOURNEAU] Immediately. I begin an</p> <p>14 assessment of the event, looking at the track of the</p> <p>15 event, and, using my experience with storms of</p> <p>16 similar criteria, determine if I think that storm</p> <p>17 will have an impact on the electric system.</p> <p>18 Q. Mr. Letourneau, can I refer you to AG-1-1,</p> <p>19 please.</p> <p>20 A. [LETOURNEAU] Yes.</p> <p>21 Q. I'd like to refer you to the response in</p> <p>22 AG-1-1 C.</p> <p>23 A. [LETOURNEAU] Yes.</p> <p>24 Q. There's a table here that shows both the</p>

<p style="text-align: right;">150</p> <p>1 distribution and transmission line tree-trimming 2 costs from 1999 to 2008. Is that correct? 3 A. [LETOURNEAU] That is correct. 4 Q. Looking strictly at the distribution part 5 of this chart -- 6 A. [LETOURNEAU] Yes. 7 Q. -- in the year 2006 the tree-trimming cost 8 was \$327,510; is that correct? 9 A. [LETOURNEAU] That is correct. 10 Q. Looking at the year 2007, the tree-trimming 11 cost was \$314,557; is that correct? 12 A. [LETOURNEAU] That is correct. 13 Q. Looking at the year 2008, the tree-trimming 14 cost was \$288,798; is that correct? 15 A. [LETOURNEAU] That is correct. 16 Q. What prompted the cutback in distribution 17 tree-trimming expense from 2006 to 2008? 18 A. [LETOURNEAU] Although it would appear that 19 the numbers are declining, it was a cutback, but the 20 way the company performs its vegetation-management 21 program is that we identify the circuits that we are 22 going to trim, and there's a lot of factors that go 23 into developing a budget for our tree-trimming and 24 vegetation-management program.</p>	<p style="text-align: right;">152</p> <p>1 three years behind schedule at the end of the 2 existing eight-year schedule." Is that correct? 3 A. [LETOURNEAU] That is correct. 4 Q. Therefore, is it correct that there's a 5 tree-trimming shortfall of 3.5 years? 6 A. [LETOURNEAU] That's what this report says, 7 yes. 8 Q. Can you please tell us what the acronym 9 DOCs stands for? 10 A. [LETOURNEAU] Distribution operating 11 center. 12 Q. Referring to AG-1, Attachment 1, Page 1 13 again: One of the solutions to address the tree- 14 trimming shortfall was to redefine the guidelines; 15 is that correct? 16 A. [LETOURNEAU] That's correct. 17 Q. On the same page you show what the existing 18 guidelines are; is that correct? 19 A. [LETOURNEAU] That is correct. 20 Q. Also on the same page you show the proposed 21 or the revised guidelines; is that correct? 22 A. [LETOURNEAU] That is correct. 23 Q. This schedule shows a change in clearance 24 above standard from 15 feet to 6 feet plus deadwood</p>
<p style="text-align: right;">151</p> <p>1 The local manager will review the 2 circuits that are being completed. They will know 3 the outage history of those circuits; the type of 4 vegetation, whether it's light trimming, heavy 5 trimming, et cetera; as well as other factors that 6 may influence that number -- most notably, traffic 7 control, whether the Town is requiring traffic 8 control, not requiring traffic control, et cetera. 9 All of that factors into the vegetation-management 10 budget amount. 11 So there isn't a conscious effort to 12 either lower the number or increase the number. 13 It's based upon a review of what is required to be 14 done in the following year. 15 Q. Staying with AG-1-1; can you please turn 16 your attention to Attachment 1. 17 A. [LETOURNEAU] Yes. 18 Q. On Page 1 of 2, under the section Analysis, 19 the second paragraph, it states that "Since 2002 20 none of the operating companies have been able to 21 trim the required number of sections with the 22 current funding level. At the end of 2006 the DOCs 23 are a combined 612 miles or 2.2 years behind 24 schedule. It is predicted that the DOCs will be</p>	<p style="text-align: right;">153</p> <p>1 for a single-phase; is that correct? 2 A. [LETOURNEAU] That's correct. Not a 3 change. That's actually a new guideline. There was 4 no existing guideline for single phase prior to 5 adoption of this tree-trimming policy. 6 Q. Mr. Letourneau, could you please walk me 7 through the fact that there's a column that states 8 Existing Guideline. 9 A. [LETOURNEAU] Yes. Existing Guideline 10 lists clearance above, clearance adjacent, clearance 11 below, et cetera. That is prior to this policy 12 going into effect. That is for all conductors, 13 whether or not the circuit was single-phase or 14 multiphase, three-phase. The new proposed guideline 15 delineates between multiphase and single-phase. 16 Q. Under the Clearance Above row on this 17 chart, how is the 6-feet-plus-deadwood standard 18 derived? 19 A. [LETOURNEAU] This was based on our 20 experience. The new guidelines were developed to 21 address the reliability of the company, particularly 22 the SAIDI minutes, as described in this report. The 23 thought was that trimming 15 feet for single-phase, 24 that those dollars and that time spent on single-</p>

<p style="text-align: center;">154</p> <p>1 phase would be better spent on trimming three-</p> <p>2 phase. So the 15 feet and 6 feet was an attempt to</p> <p>3 perform more three-phase trimming on an annual basis</p> <p>4 than single-phase.</p> <p>5 Q. Why would a 1-foot standard not be used?</p> <p>6 A. [LETOURNEAU] A one-foot clearance on a</p> <p>7 limb, a branch, a tree from a primary conductor</p> <p>8 would not be something that I think would be an</p> <p>9 effective means of clearing, vegetation control</p> <p>10 around the conductor. We need to provide more</p> <p>11 clearance for leaves that blow, branches that get</p> <p>12 snow on them. A 1-foot standard would not be a very</p> <p>13 good standard.</p> <p>14 Q. The standard cut clearing below went from</p> <p>15 10 feet to 2 feet minimum below the lowest</p> <p>16 attachment; is that correct?</p> <p>17 A. [LETOURNEAU] Yes.</p> <p>18 Q. How is the 2-foot revised standard derived?</p> <p>19 A. [LETOURNEAU] The original standard,</p> <p>20 clearance below, that's 10 feet below the primary</p> <p>21 conductor. The new standard is 2 feet below the</p> <p>22 lowest attachment. The lowest attachment on the</p> <p>23 pole in most cases is a telephone line, which is</p> <p>24 anywhere from, depending on the height of the pole,</p>	<p style="text-align: center;">156</p> <p>1 cycle, single-phase, it went from four years to five</p> <p>2 years; is that correct?</p> <p>3 A. [LETOURNEAU] That is correct.</p> <p>4 Q. Are you familiar with the tree-trimming</p> <p>5 strategy referred to as ground to sky?</p> <p>6 A. [LETOURNEAU] Yes, I am.</p> <p>7 Q. Could you please provide a brief</p> <p>8 description of what ground to sky is.</p> <p>9 A. [LETOURNEAU] Ground-to-sky trimming is a</p> <p>10 method of trimming that would take any vegetation</p> <p>11 around the primary conductor and completely remove</p> <p>12 it. In this case, comparing to the standard that we</p> <p>13 have -- we use a 15-foot window above a three-phase</p> <p>14 conductor, and a ground-to-sky trimming would have</p> <p>15 no window. It would be complete cut up to the sky,</p> <p>16 any vegetation above the conductor. The same</p> <p>17 applies to the side of the conductor for the</p> <p>18 clearance adjacent and same for the clearance below.</p> <p>19 So there really is no trimming window.</p> <p>20 It's determining a distance away from the primary</p> <p>21 conductor and removing all the vegetation, including</p> <p>22 large trees and any other -- branches and any other</p> <p>23 vegetation.</p> <p>24 Q. Does the company practice ground-to-sky</p>
<p style="text-align: center;">155</p> <p>1 could be 6 feet or 8 feet below the primary.</p> <p>2 Q. And the clearance adjacent has been revised</p> <p>3 to cut from 8 feet to 6 feet; is that correct?</p> <p>4 A. [LETOURNEAU] For single-phase.</p> <p>5 Q. For single-phase. How was the 6-foot</p> <p>6 adjustment standard derived?</p> <p>7 A. [LETOURNEAU] Again, the same logic as the</p> <p>8 previous response from the 6 feet to the 15 feet.</p> <p>9 Q. Focusing on the single-phase tree-trimming</p> <p>10 schedule on this chart: For the 4-kV cycle, Unitil</p> <p>11 increased the tree-trimming cycle from eight years</p> <p>12 to ten years; is that correct?</p> <p>13 A. [LETOURNEAU] No, it was eight years for</p> <p>14 all 4-kV prior to this policy. After the policy was</p> <p>15 put into effect, three-phase 4 kV was still eight</p> <p>16 years, single-phase was pushed out to ten years.</p> <p>17 Q. So the 4-kV cycle is now ten years for</p> <p>18 single-phase.</p> <p>19 A. [LETOURNEAU] Correct.</p> <p>20 Q. For the 13.8-kV cycle, single phase, Unitil</p> <p>21 has a tree-trimming cycle from five years to seven</p> <p>22 years; is that correct?</p> <p>23 A. [LETOURNEAU] That's correct.</p> <p>24 Q. For the tree-trimming cycle for the 34.5-kV</p>	<p style="text-align: center;">157</p> <p>1 currently?</p> <p>2 A. [LETOURNEAU] We do not except for very</p> <p>3 limited applications. If we had a substation that</p> <p>4 had several sections of line that came out to a main</p> <p>5 circuit, we may perform ground-to-sky trimming in</p> <p>6 that particular location. But for our distribution</p> <p>7 trimming, we do not practice ground-to-sky trimming.</p> <p>8 Q. Has the company moved away from a ground-</p> <p>9 to-sky method of tree-trimming, or it's never been</p> <p>10 adopted by the company to begin with?</p> <p>11 A. [LETOURNEAU] It's never been adopted. We</p> <p>12 have not practiced -- again, except for limited</p> <p>13 applications, we have not adopted a ground-to-sky</p> <p>14 trimming practice.</p> <p>15 A. [MEISSNER] Just for clarification: I</p> <p>16 believe a few years ago, when the company looked at</p> <p>17 its cycle trimming and its standards, ground-to-sky</p> <p>18 trimming I think was an area of interest among some</p> <p>19 of the folks, including engineering, and they did</p> <p>20 look at ground-to-sky trimming then. And there was</p> <p>21 some thought about trying to reorganize our cycles</p> <p>22 to do more ground-to-sky trimming on three-phase</p> <p>23 lines. In the final analysis, it was deemed to be</p> <p>24 too expensive.</p>

<p style="text-align: center;">158</p> <p>1 I believe we've talked to our vendor, 2 who is a national vendor. At the time, I think 3 there were assumptions that it could be as much as 4 three to four times more expensive. But in talking 5 to our vendor, I think we've also heard that 6 experience with other utilities has been that it can 7 cost as much as \$40,000 to \$50,000 a mile, which 8 could be as much as ten times more expensive. 9 So we have considered it. It's been an 10 area of interest. But it was really precluded on 11 the basis of cost. 12 Q. Mr. Letourneau, the tree-trimming policy in 13 AG-1-1, attachment, went into effect February 2007; 14 is that correct? 15 A. [LETOURNEAU] It went into effect in 16 January of 2001 and then revised in February of 17 2007. 18 Q. Can I please refer you to the surrebuttal 19 testimony dated May 1, 2009, which is Exhibit FGE-4. 20 A. [LETOURNEAU] The cite? 21 Q. Page 7 in the surrebuttal testimony. Can I 22 refer you to Lines 17 and 18, please. 23 A. [LETOURNEAU] Yes. 24 Q. It states that Unutil met service-quality</p>	<p style="text-align: center;">160</p> <p>1 trimming, is one aspect of your vegetation control. 2 There's transmission trimming, which is very 3 different. There is dead-tree removal, managing 4 dead-tree removal. There's other aspects of 5 vegetation control. So if you wanted me to address 6 a specific inadequacy.... 7 Q. Can I refer you to the same surrebuttal 8 testimony on Page 7, Lines 20 to 22. 9 A. [LETOURNEAU] Yes, I have it. 10 Q. It states that the company acknowledged it 11 failed its 2008 benchmark as a result of an 12 extraordinary number of thunderstorms experienced 13 that summer; is that correct? 14 A. [LETOURNEAU] That's correct. 15 Q. What benchmark did you fail in 2008? 16 A. [MEISSNER] We failed both SAIDI and SAIFI. 17 Q. And for the record, what does SAIDI stand 18 for and what does SAIDI stand for? 19 A. System average interruption duration index 20 and system average interruption frequency index. 21 Q. Thank you. Is it possible that there were 22 other reasons other than thunderstorms for failure 23 of benchmarks in 2008? 24 A. [LETOURNEAU] We cited those particular</p>
<p style="text-align: center;">159</p> <p>1 standards in 53 out of 56 incidents from 2001 to 2 2007; is that correct? 3 A. [LETOURNEAU] Yes. 4 Q. Is it reasonable to assume that any 5 vegetation-management policy change implemented by 6 the company would not have any significant impact on 7 service-quality metrics within 2007? That changed 8 and went into effect in February 2007. 9 A. [LETOURNEAU] I'm sorry, could you please 10 restate that. 11 Q. Is it reasonable to assume that any 12 vegetation-management policy change implemented in 13 February of 2007 would have not had any significant 14 impact on service-quality metrics by the end of 15 2007? 16 A. [LETOURNEAU] Yes, that is correct. 17 Q. In your opinion, how many years might it be 18 before inadequate tree-trimming impacts service 19 quality? 20 A. [LETOURNEAU] I think you'd have to define 21 inadequate tree-trimming in order to determine that. 22 It's very difficult, when you say "inadequate." 23 Could you define "inadequate"? There's many aspects 24 of a vegetation-control program. There's the cycle</p>	<p style="text-align: center;">161</p> <p>1 thunderstorms because if you review the data 2 provided to the DTE -- the SAIDI information and 3 SAIFI information, those particular storms that we 4 had contributed significant SAIDI amounts to the 5 overall SAIDI target, which is why we cited them. 6 MS. KOEPNICK: Let's go off the record. 7 (Discussion off the record.) 8 MS. KOEPNICK: Let's go back on the 9 record after a brief delay for a technical 10 difficulty. 11 Q. Did the changed tree-trimming guidelines 12 contribute to the failed 2008 benchmark? 13 A. [LETOURNEAU] I have not personally done 14 that analysis. 15 Q. Did any branches or tree limbs come down 16 during the thunderstorm in 2008? 17 A. [LETOURNEAU] I haven't reviewed the 18 specific record in terms of the types of troubles 19 that we experienced during those weather events. 20 However, generally speaking, thunder and lightning 21 storms do bring wind, and wind, especially in 22 summertime, with the leaves on the trees, does 23 result in down trees and down limbs. 24 Q. Is the purpose of adequate tree-trimming to</p>

<p style="text-align: center;">162</p> <p>1 reduce the amount of damage associated with</p> <p>2 thunderstorms?</p> <p>3 A. [LETOURNEAU] It's designed to minimize</p> <p>4 those types of events, minimize the impact on the</p> <p>5 system. It's virtually impossible to eliminate, but</p> <p>6 you are trimming to try to minimize tree contact and</p> <p>7 other limb contact.</p> <p>8 Q. Can I refer to AG-4-101, please.</p> <p>9 A. [LETOURNEAU] I have it.</p> <p>10 Q. This response represents Unitol's using the</p> <p>11 revised tree-trimming cycle that was in AG-1-1; is</p> <p>12 that correct?</p> <p>13 A. [LETOURNEAU] That is correct.</p> <p>14 Q. The revised tree-trimming cycle went into</p> <p>15 effect February 2007.</p> <p>16 A. [LETOURNEAU] That is correct.</p> <p>17 Q. Unitol was still 18 to 21 months behind its</p> <p>18 tree-trimming schedule at the end of 2008.</p> <p>19 A. [LETOURNEAU] That's correct.</p> <p>20 Q. Mr. Letourneau, can I please refer you to</p> <p>21 AG-4-115, please.</p> <p>22 A. [LETOURNEAU] Yes, I have it.</p> <p>23 Q. AG-4-115 indicates that there was no</p> <p>24 documentation of the ERP review committee meeting on</p>	<p style="text-align: center;">164</p> <p>1 A. [LETOURNEAU] Section 7 of the ERP.</p> <p>2 Q. Yes, please.</p> <p>3 MS. PURCELL: Bates Stamp Page 41.</p> <p>4 Q. The page number is FGE-41.2 revision date</p> <p>5 of Section 7 is August 28, 2008; is that correct?</p> <p>6 A. [LETOURNEAU] That is correct.</p> <p>7 Q. That is the same date as the ERP review</p> <p>8 committee meeting; is that correct?</p> <p>9 A. [LETOURNEAU] That is correct.</p> <p>10 Q. Can it be concluded that the revisions on</p> <p>11 Section 7 were made as an action from the review</p> <p>12 committee meeting?</p> <p>13 A. [LETOURNEAU] I don't have that knowledge,</p> <p>14 but I believe that that is the reason that the date</p> <p>15 has changed, yes.</p> <p>16 Q. What is the process for governing the ERP</p> <p>17 revisions?</p> <p>18 A. [LETOURNEAU] The local restoration</p> <p>19 manager, which is the electric operations manager at</p> <p>20 the DOC, has the responsibility for their emergency</p> <p>21 restoration plan. They are responsible for updating</p> <p>22 the plan should they feel that an update is</p> <p>23 required.</p> <p>24 Q. And some revisions of the ERP are dated</p>
<p style="text-align: center;">163</p> <p>1 August 28, 2008, and that no reports,</p> <p>2 recommendations, memorandums, agendas,</p> <p>3 presentations, projects, programs, and meeting</p> <p>4 minutes exist; is that correct?</p> <p>5 A. [LETOURNEAU] That is correct.</p> <p>6 Q. The version of the ERP that was submitted</p> <p>7 as an attachment to the winter storm report as Tab</p> <p>8 1, dated February 23rd, 2009, has revisions to</p> <p>9 Section 7; is that correct?</p> <p>10 A. [LETOURNEAU] I'm sorry, could you please</p> <p>11 restate the question?</p> <p>12 Q. Referring to FGE-2, the winter storm</p> <p>13 report, dated February 23rd, 2009.</p> <p>14 A. [LETOURNEAU] Okay.</p> <p>15 Q. Looking at Tab 1 of the report.</p> <p>16 A. [LETOURNEAU] Yes.</p> <p>17 Q. Section 7 of that tab, please.</p> <p>18 A. [LETOURNEAU] Yes.</p> <p>19 Q. Section 7 is dated August 29, 2008, which</p> <p>20 would be one day after the committee meeting; is</p> <p>21 that correct?</p> <p>22 A. [LETOURNEAU] I am looking at Tab 7 of that</p> <p>23 report.</p> <p>24 Q. I'm sorry, Tab 1, Section 7.</p>	<p style="text-align: center;">165</p> <p>1 from 2004, such as Section 3. Is that correct?</p> <p>2 MS. KOEPNICK: Can you provide a page</p> <p>3 number?</p> <p>4 A. [LETOURNEAU] Yes.</p> <p>5 MR. CHAN: Section 3 begins on FGE 017.</p> <p>6 Q. Given that, for example, in Section 3, the</p> <p>7 last revision date was 2004, how do you know it has</p> <p>8 been revised since then?</p> <p>9 A. [LETOURNEAU] It has not been revised since</p> <p>10 that time.</p> <p>11 Q. How do you know that the section has been</p> <p>12 reviewed since 2004?</p> <p>13 A. [LETOURNEAU] The plan is reviewed on an</p> <p>14 annual basis and is actually a living document. We</p> <p>15 file it once a year with the Department, and it's</p> <p>16 reviewed usually late August, prior to what we</p> <p>17 consider our hurricane season. And any part of the</p> <p>18 plan that is updated is updated at that time, or if</p> <p>19 there is an update at any other time during the</p> <p>20 year, it's immediately updated. If there's a phone</p> <p>21 number that we are made aware of that changes,</p> <p>22 somebody will go into the document, make the change,</p> <p>23 change the date. So the document's a live document.</p> <p>24 So at any time you look at the plan, it's the most</p>

<p style="text-align: center;">166</p> <p>1 up-to-date plan that we have.</p> <p>2 MR. CHAN: One moment, Madam Hearing</p> <p>3 Officer.</p> <p>4 MS. KOEPNICK: Off the record.</p> <p>5 (Discussion off the record.)</p> <p>6 MS. KOEPNICK: Let's go back on the</p> <p>7 record after a brief break for the Attorney General</p> <p>8 to confer with his adviser.</p> <p>9 Q. Mr. Letourneau, you stated that this ERP is</p> <p>10 a living document and has different revision numbers</p> <p>11 for different sections as the need arises; is that</p> <p>12 correct?</p> <p>13 A. [LETOURNEAU] That's correct.</p> <p>14 Q. Given that the committee reviews the</p> <p>15 document once a year, who makes the decisions on</p> <p>16 changing parts of the document at other times of the</p> <p>17 year?</p> <p>18 A. [LETOURNEAU] The manager of electric</p> <p>19 operations has responsibility for his emergency</p> <p>20 response plan. So if there's a new contractor that</p> <p>21 they want to add or any other part of the plan --</p> <p>22 which is atypical; it's not typical for us to change</p> <p>23 the plan. But sometimes things do change.</p> <p>24 Sometimes there's an emergency contact -- we might</p>	<p style="text-align: center;">168</p> <p>1 he wants to change the plan, what needs to be</p> <p>2 changed, and, again, why. And I would approve that</p> <p>3 or disapprove it.</p> <p>4 Q. Mr. Letourneau, staying with the winter</p> <p>5 storm report; can I refer you, please, to Page 27 in</p> <p>6 FGE-2.</p> <p>7 A. [LETOURNEAU] Page 27?</p> <p>8 Q. Page 27, please. Can I refer you to the</p> <p>9 second paragraph on this page, please. The second</p> <p>10 paragraph in the first sentence states that, given</p> <p>11 the enormity of the storm, there was no need to do a</p> <p>12 phased implementation by invoking either a</p> <p>13 monitoring level or a standby level; is that</p> <p>14 correct?</p> <p>15 A. [LETOURNEAU] That is correct.</p> <p>16 Q. Why was there no need to invoke either a</p> <p>17 monitoring level or a standby level?</p> <p>18 A. [LETOURNEAU] Earlier we had talked</p> <p>19 about -- you asked me a question regarding what is</p> <p>20 the best time to prepare for pending weather, and my</p> <p>21 response was it depends.</p> <p>22 When you have a hurricane or you have --</p> <p>23 a hurricane is a good example. Hurricanes are well</p> <p>24 forecasted. Their tracks are well forecasted. You</p>
<p style="text-align: center;">167</p> <p>1 get a call from one of the municipals that an</p> <p>2 emergency number may have changed or a contact may</p> <p>3 have changed, and we will update our plan</p> <p>4 accordingly.</p> <p>5 Q. Is there a policy at Unitil to authorize</p> <p>6 the electric operations manager to make these</p> <p>7 changes to the emergency response plan?</p> <p>8 A. [LETOURNEAU] I'm not aware of a policy.</p> <p>9 Q. Is the manager of electric operations in</p> <p>10 charge of informing other members involved in the</p> <p>11 emergency response plan of these changes?</p> <p>12 A. [LETOURNEAU] Yes. Yes, they are.</p> <p>13 Q. Who is the manager of electric operations?</p> <p>14 A. [LETOURNEAU] In Fitchburg? Mark Frappier.</p> <p>15 Q. And who reviews Mark Frappier's changes to</p> <p>16 the document?</p> <p>17 A. [LETOURNEAU] If the changes are minor in</p> <p>18 nature, which the kind of changes we are talking</p> <p>19 about would be primarily administrative, there would</p> <p>20 be no requirement for him to have a review of that</p> <p>21 with anyone. If the changes are more substantial,</p> <p>22 he would need to have a conversation with me. I'm</p> <p>23 the manager of restoration for Unitil. He would</p> <p>24 need to provide me with his justification as to why</p>	<p style="text-align: center;">169</p> <p>1 may have five days' advance warning before a</p> <p>2 hurricane gets into our region. You could do a</p> <p>3 phased-in approach for a hurricane. You could start</p> <p>4 off by monitoring and moving to standby and then</p> <p>5 moving to implementation.</p> <p>6 For this particular ice event, we saw</p> <p>7 the weather forecasts that were coming out on</p> <p>8 Wednesday as well as the other information we had</p> <p>9 from some of the other New England utilities, that</p> <p>10 we were getting an ice event on Wednesday, into</p> <p>11 Thursday. So there was no need to do a ramp-up. We</p> <p>12 went to just -- we immediately went into the full</p> <p>13 implementation level and began that process, those</p> <p>14 processes associated with the implementation level.</p> <p>15 Q. The ERP outlines specific pre-emergency</p> <p>16 preparation duties for assigned personnel; is that</p> <p>17 correct?</p> <p>18 A. [LETOURNEAU] Yes.</p> <p>19 Q. The monitoring and standby levels are never</p> <p>20 implemented. Does that mean that preemergency</p> <p>21 preparation does not occur until an emergency is</p> <p>22 declared?</p> <p>23 A. [LETOURNEAU] No. Those steps can be done</p> <p>24 simultaneously and concurrently. It just means</p>

<p style="text-align: right;">170</p> <p>1 they're not phased.</p> <p>2 Q. Was that the case in December, since the</p> <p>3 first initiation was full implementation?</p> <p>4 A. [LETOURNEAU] Yes.</p> <p>5 Q. Mr. Letourneau, to that last question, the</p> <p>6 answer was -- was that the case in December, since</p> <p>7 the first initiation was full implementation?</p> <p>8 A. [LETOURNEAU] When you say the first was</p> <p>9 full implementation, if you look at the steps, the</p> <p>10 monitoring level, the standby level, and the full</p> <p>11 implementation level, what I said was that those</p> <p>12 could be done concurrently. In this storm, with the</p> <p>13 time frame that we had and with the anticipated</p> <p>14 impact of the ice storm, we moved to full</p> <p>15 implementation. There was no need to go from</p> <p>16 monitoring level, which relies on the initial stages</p> <p>17 of the storm and getting ready to transition, to the</p> <p>18 next level, standby level -- again, when you involve</p> <p>19 field supervisors, et cetera. It all happened at</p> <p>20 one time.</p> <p>21 Again, the plan is not designed to be a</p> <p>22 fixed set of rigid operating procedures. It's meant</p> <p>23 to be flexible. It's meant to deploy and utilize to</p> <p>24 deal with the event that you have. In the 2008 ice</p>	<p style="text-align: right;">172</p> <p>1 situation, that they have to be available, they have</p> <p>2 to make arrangements, et cetera, et cetera. There</p> <p>3 are other parts of our plan that talk about calling</p> <p>4 our contractors, calling other resources, preparing</p> <p>5 for an event.</p> <p>6 Q. Would you agree that activation of a system</p> <p>7 storm response plan prior to the arrival of a storm</p> <p>8 would be a good thing?</p> <p>9 A. [LETOURNEAU] Could you please restate</p> <p>10 that?</p> <p>11 Q. Prior to a storm's arrival --</p> <p>12 A. [LETOURNEAU] Yes.</p> <p>13 Q. -- activating the storm response plan prior</p> <p>14 to its arrival would be a good thing?</p> <p>15 A. [LETOURNEAU] Yes.</p> <p>16 Q. Can I refer you to AG-1-29, please.</p> <p>17 A. [LETOURNEAU] Yes, I have it.</p> <p>18 Q. AG-1-29 states that Unitil does not conduct</p> <p>19 emergency drills; is that correct?</p> <p>20 A. [LETOURNEAU] That is correct.</p> <p>21 Q. There are only annual reviews of the ERP;</p> <p>22 is that correct?</p> <p>23 A. [LETOURNEAU] That is correct.</p> <p>24 Q. Can I please refer you to AG-3-80.</p>
<p style="text-align: right;">171</p> <p>1 storm we didn't go from a monitoring level to a</p> <p>2 standby level to then full implementation. We did</p> <p>3 those all on day one. When we first became aware</p> <p>4 that we had an ice event coming to the region, given</p> <p>5 the level of activity that was going on in New</p> <p>6 England, given the conference calls that I had with</p> <p>7 the other utilities in New England, we knew that we</p> <p>8 were going to have some level of damage to our</p> <p>9 system.</p> <p>10 Q. What prompts personnel who are assigned</p> <p>11 these duties to initiate the preemergency</p> <p>12 preparation duties if there is no ERP implementation</p> <p>13 until after the storm has occurred?</p> <p>14 A. [LETOURNEAU] The ERP implementation after</p> <p>15 the storm has occurred? There's a lot of work that</p> <p>16 occurs prior to the storm coming. The first thing</p> <p>17 the restoration coordinator will do locally is have</p> <p>18 a meeting with his local managers and provide them</p> <p>19 with the update: Here's what our status is, here's</p> <p>20 what we're anticipating. We move into full</p> <p>21 implementation level, which means that at that point</p> <p>22 people are put on notice, people are told that they</p> <p>23 need to cancel their vacations, people are told that</p> <p>24 this has the potential to be an all-hands-on-deck</p>	<p style="text-align: right;">173</p> <p>1 A. [LETOURNEAU] Yes, I have it.</p> <p>2 Q. AG-3-80 states that the last time the ERP</p> <p>3 was activated was February 12, 2008, in response to</p> <p>4 an actual storm warning; is that correct?</p> <p>5 A. [LETOURNEAU] That's correct.</p> <p>6 Q. Staying with AG-3-80: It states that the</p> <p>7 emergency restoration plan is tested in the course</p> <p>8 of responding to or preparing for actual emergency</p> <p>9 events; is that correct?</p> <p>10 A. [LETOURNEAU] That is correct.</p> <p>11 Q. At no time has Unitil implemented any type</p> <p>12 of similar or other types of drills using the ERP;</p> <p>13 is that correct? Simulation or other types of</p> <p>14 drills using the ERP.</p> <p>15 A. [LETOURNEAU] That's correct.</p> <p>16 Q. So the only time you know the ERP is</p> <p>17 effective is when you use it in an actual storm</p> <p>18 event; is that correct?</p> <p>19 A. [LETOURNEAU] No, that is not correct. We</p> <p>20 have put this plan in place as a result of our</p> <p>21 experiences in a 1996 weather event, a December</p> <p>22 winter storm in Fitchburg, Massachusetts, that</p> <p>23 caused a lot of system damage. This plan has been</p> <p>24 utilized and tested under multiple scenarios, and in</p>

<p style="text-align: center;">174</p> <p>1 those multiple scenarios the company has performed 2 quite well with this plan.</p> <p>3 Q. If the ERP process is changed -- for 4 example, from a lessons-learned experience -- do 5 they go untested until an actual event is initiated?</p> <p>6 A. [LETOURNEAU] We don't perform -- we do not 7 perform testing of our ERP through simulation. So 8 the parts of the plan do change. They change based 9 upon our experience that we've had in whatever event 10 we just had. We do an assessment of the event. And 11 if there's a part of the ERP that we feel requires 12 revision and/or change as a result of that new 13 experience, then we'll implement that change in the 14 ERP.</p> <p>15 Q. What happens if the event only requires 16 monitoring-level implementation but then significant 17 changes have occurred that require full 18 implementation?</p> <p>19 A. [MEISSNER] If I may jump in here just for 20 a minute. In terms of the annual updates to the 21 plan -- maybe this is where we're getting caught up 22 in some of this. The plan is primarily a logistical 23 plan, is what it is, so it's primarily arrangements 24 to obtain crews, to house crews, to make contact</p>	<p style="text-align: center;">176</p> <p>1 A. [LETOURNEAU] That is correct.</p> <p>2 A. [FRANCAZIO] Can I just jump in for a 3 second? I think we need to talk about how this is 4 going to look going forward as well, the fact that 5 there is going to be a single point of 6 accountability. That point of accountability is 7 going to be the emergency-management group, that 8 there is going to be a governance process around how 9 those changes are implemented. And obviously, any 10 of the drills that are going to take place are going 11 to be done on an annual basis for a system drill, 12 and there will be tabletop exercises as well on a 13 regional basis.</p> <p>14 So, I mean, there is going to be a very 15 formal process going forward on how we're going to 16 implement a lot of the process changes as well as 17 any smaller technical changes within the plan 18 itself.</p> <p>19 Q. So are you saying that Unitil will be 20 having emergency drills of its ER plan in the 21 future?</p> <p>22 A. [FRANCAZIO] Without a doubt.</p> <p>23 Q. And these drills will occur on an annual 24 basis?</p>
<p style="text-align: center;">175</p> <p>1 with local hotels, restaurants, officials, and so 2 forth. Most of the changes that are made on an 3 annual basis is really just to keep that information 4 up to date, as opposed to changes to processes that 5 would be fundamental to storm management itself. So 6 during the review process I don't think that they're 7 really changing the processes that need to be 8 tested.</p> <p>9 The type of change that you're talking 10 about I think would come much more infrequently, in 11 response to post-storm reviews or actions that 12 happen after storms. So just to be clear, the local 13 manager isn't changing all his processes and 14 procedures each year.</p> <p>15 Q. So when was the last storm-management 16 process change that isn't like a contact name 17 change, a contact at a hotel? A level that 18 Mr. Letourneau has to approve.</p> <p>19 A. [LETOURNEAU] I do not recall one that came 20 to my attention that required a change to a 21 significant process of the ERP.</p> <p>22 Q. So for all intents and purposes, the ERP's 23 significant processes are the ones that were 24 implemented after the 1996 storm.</p>	<p style="text-align: center;">177</p> <p>1 A. [FRANCAZIO] On an annual basis they'll 2 have a systemwide drill. It will be an active 3 drill. And there will also be tabletop exercises 4 per region as well, to ensure that the local area 5 folks will implement.</p> <p>6 If you look at ICS and how that process 7 works, it is a scalable process. You have to be 8 able to operate at the local level with an incident 9 commander who may well be the regional manager for a 10 smaller-type regional event and escalate up when you 11 have multiple regional events, as well as a 12 systemwide event.</p> <p>13 So the process and the beauty of ICS and 14 NIMS is that it is a scalable system. It is the 15 same processes that you are going to implement, just 16 at a different scale going forward.</p> <p>17 So, as I said, as we bring out the new 18 ERPs and we start implementing ICS, drilling is 19 absolutely a critical aspect of that, for people to 20 be familiar with what their roles and 21 responsibilities are going to be. Don't forget, we 22 are now going to be utilizing people who probably 23 haven't had their primary responsibility related to 24 these new assignments within the divisions. So to</p>

<p style="text-align: center;">178</p> <p>1 ensure that they know what they're going to be doing</p> <p>2 as well, they need to be involved in an active</p> <p>3 drilling process to understand what their roles and</p> <p>4 responsibilities are.</p> <p>5 Q. Mr. Francazio, could you please explain to</p> <p>6 us what a tabletop drill is?</p> <p>7 A. [FRANCAZIO] A tabletop exercise is where</p> <p>8 you actually develop a scenario, and then you put</p> <p>9 that team through that scenario with a number of</p> <p>10 different events occurring at different times within</p> <p>11 that scenario. So you would say, okay, a hurricane</p> <p>12 is going to hit. How are you preparing for this</p> <p>13 type of event? It has hit, and this is the damage</p> <p>14 that you have sustained. What is your next step?</p> <p>15 What's the time frames in which you think you can</p> <p>16 estimate your restoration completion?</p> <p>17 So we need to be able to take these</p> <p>18 folks through specific scenarios and specific steps</p> <p>19 that mimic an actual event.</p> <p>20 Q. Earlier today you said that the new ERP</p> <p>21 would go -- is a process ongoing through this year.</p> <p>22 A. [LETOURNEAU] Right.</p> <p>23 Q. And hopefully probably would have something</p> <p>24 by the fall or early winter.</p>	<p style="text-align: center;">180</p> <p>1 If something happened tomorrow, the</p> <p>2 bottom line is that we will do whatever we need to</p> <p>3 do to get that restoration working. I know enough</p> <p>4 about what has to happen and how a plan has to be</p> <p>5 implemented to make sure that that occurs.</p> <p>6 Q. Mr. Francazio, could you please state your</p> <p>7 title at the company?</p> <p>8 A. [FRANCAZIO] I am director of emergency</p> <p>9 management and compliance.</p> <p>10 Q. Did this position exist prior to your hire?</p> <p>11 A. [FRANCAZIO] No, it did not.</p> <p>12 Q. In your opinion, should this position have</p> <p>13 existed with the company before your hire?</p> <p>14 A. [FRANCAZIO] I think that they had in place</p> <p>15 a shared responsibility amongst the appropriate</p> <p>16 levels within the organization to handle most types</p> <p>17 of events. Again, this type of event was a very</p> <p>18 unique storm. They hadn't seen something where all</p> <p>19 three regions had been impacted previously. Even at</p> <p>20 National -- I'll bring up my past here. But even at</p> <p>21 National Grid, the director of emergency management</p> <p>22 position was not established until after the Buffalo</p> <p>23 storm. So as that company grew, it became more</p> <p>24 apparent that you needed something that could handle</p>
<p style="text-align: center;">179</p> <p>1 A. [FRANCAZIO] Yes.</p> <p>2 Q. In the interim, do you plan to have any</p> <p>3 drills or tabletop scenarios under what you have</p> <p>4 now?</p> <p>5 A. [FRANCAZIO] We will be utilizing -- as I</p> <p>6 indicated earlier, we are also prioritizing the 28</p> <p>7 recommendations as well as implementing what I would</p> <p>8 perceive to be some of the areas that must be</p> <p>9 activated if you're going to have a successful</p> <p>10 restoration. That is things like having contractors</p> <p>11 available to you, your logistics and how you're</p> <p>12 going to manage those contractors; the damage</p> <p>13 assessment, which is absolutely key; sticking to</p> <p>14 specific estimated restoration times in relation to</p> <p>15 a verified guideline so that your communication plan</p> <p>16 is going to work.</p> <p>17 All those pieces will be active, you</p> <p>18 know, very shortly, even before the August time</p> <p>19 frame. The complete plan is to be written in that</p> <p>20 August time frame, and then, as I indicated</p> <p>21 previously, the institutionalizing of that plan and</p> <p>22 ensuring that people are trained and have an</p> <p>23 understanding of that plan will be completed by</p> <p>24 November.</p>	<p style="text-align: center;">181</p> <p>1 a multiregional event, which was only basically</p> <p>2 2005, I believe it was developed.</p> <p>3 So you can actually operate with a</p> <p>4 shared responsibility as long as your processes and</p> <p>5 procedures support that.</p> <p>6 Q. Have you had a chance to review Unitil's</p> <p>7 ERP?</p> <p>8 A. [FRANCAZIO] Briefly.</p> <p>9 Q. Specifically, have you reviewed the one</p> <p>10 that was included in the winter 2009 storm report,</p> <p>11 Exhibit FGE-2?</p> <p>12 A. [FRANCAZIO] Yes.</p> <p>13 Q. Considering your experience in emergency</p> <p>14 management operations at other utilities, how would</p> <p>15 you rate Unitil's ERP, as a general term?</p> <p>16 A. [FRANCAZIO] I think it has most of the key</p> <p>17 elements within it. It talks about damage</p> <p>18 assessment, which to me is one of the primary roles.</p> <p>19 The concept of bringing in crews early and</p> <p>20 estimating what you think you're going to need in</p> <p>21 relation to that is something that I think Ray has</p> <p>22 already described. There is a -- a lot of that has</p> <p>23 to do with experience and how you perceive the storm</p> <p>24 coming in.</p>

<p style="text-align: center;">182</p> <p>1 So I think that it was adequate for most</p> <p>2 events. I think the problem was, this was a</p> <p>3 significant event in multiple regions. And their</p> <p>4 overall structure -- not that particular plan; for a</p> <p>5 local regional event, but how you manage a</p> <p>6 multiregional event on a system level is probably</p> <p>7 what needed some work.</p> <p>8 MS. KOEPNICK: Mr. Chan, do you have</p> <p>9 many questions along this line? I'm looking for a</p> <p>10 chance to have a break.</p> <p>11 MR. CHAN: I have quite a few questions</p> <p>12 along this line.</p> <p>13 MS. KOEPNICK: Let's take a ten-minute</p> <p>14 break.</p> <p>15 (Recess taken.)</p> <p>16 MS. KOEPNICK: We're back on the record</p> <p>17 after a brief comfort break. The Assistant Attorney</p> <p>18 General is continuing with his cross-examination of</p> <p>19 the company's witnesses. You may proceed.</p> <p>20 MR. CHAN: Thank you, Madam Hearing</p> <p>21 Officer.</p> <p>22 Q. Mr. Francazio, if you had been in a role</p> <p>23 prior to the ice storm, what would you have done</p> <p>24 differently? In this role.</p>	<p style="text-align: center;">184</p> <p>1 those would be the areas that, if we were going to</p> <p>2 change things, that's where we would change them.</p> <p>3 And the process to change it, as I indicated</p> <p>4 previously, would be through implementing of ICS in</p> <p>5 that structure.</p> <p>6 Q. Based on your past experience with other</p> <p>7 companies, can you compare any major differences</p> <p>8 between National Grid's response to the 2008 ice</p> <p>9 storm and Fitchburg Gas and Electric's response to</p> <p>10 the 2008 ice storm?</p> <p>11 A. [FRANCAZIO] I would say that National Grid</p> <p>12 has a very diverse geography. Therefore, it is much</p> <p>13 more prevalent to have an event in some part of its</p> <p>14 service territory. So we became very proficient at</p> <p>15 managing large events in multiple areas.</p> <p>16 I think, as I said earlier, the area</p> <p>17 that Unitil needed to make their plans a little bit</p> <p>18 more robust is at the system level, where you had</p> <p>19 someone in charge of all the regions and had a</p> <p>20 logistics team behind that group to support</p> <p>21 multiple-region types of events.</p> <p>22 Q. Understanding that you're looking back</p> <p>23 based on your experience with National Grid as well</p> <p>24 as reviewing the company's documents from the 2008</p>
<p style="text-align: center;">183</p> <p>1 A. [FRANCAZIO] That's a very subjective</p> <p>2 answer. I mean, that's a very subjective question.</p> <p>3 I think what I've already described, moving into the</p> <p>4 NIMS process and ICS, implementing what I believe is</p> <p>5 now the focus of the industry, is probably the</p> <p>6 changes I would have been making at this point.</p> <p>7 Q. In your opinion, was Fitchburg Gas and</p> <p>8 Electric deficient in any way with regards to its</p> <p>9 response to the 2008 ice storm?</p> <p>10 MR. MUELLER: Objection, vague in terms</p> <p>11 of what's the meaning of "deficient," by what</p> <p>12 standard. I would ask for some clarification.</p> <p>13 MR. CHAN: I will rephrase.</p> <p>14 Q. In your opinion, what things would you have</p> <p>15 changed in Fitchburg Gas and Electric's response to</p> <p>16 the 2008 ice storm?</p> <p>17 A. [FRANCAZIO] Again, that's a subjective</p> <p>18 answer. I wasn't privy to their pre-event</p> <p>19 preparations. I can tell you, as we've already</p> <p>20 indicated and as the self-assessment document</p> <p>21 already highlights, there are some recommendations.</p> <p>22 I think if you look at those self-assessments,</p> <p>23 there's 28 recommendations there that I thought were</p> <p>24 very much on the mark. So if anything, I would say</p>	<p style="text-align: center;">185</p> <p>1 ice storm, is there any single thing that you</p> <p>2 believe Fitchburg Gas and Electric did as well as</p> <p>3 National Grid?</p> <p>4 A. [FRANCAZIO] Did as well as National Grid?</p> <p>5 Q. Yes.</p> <p>6 A. [FRANCAZIO] Well, again, I think the plan</p> <p>7 itself has all the appropriate components. I would</p> <p>8 say that National Grid probably has more experience</p> <p>9 in responding to major events.</p> <p>10 Q. Have you had a chance to review the drafts</p> <p>11 of the self-assessment report?</p> <p>12 A. [FRANCAZIO] Yes.</p> <p>13 Q. This includes FGE-5, which is the -- I'm</p> <p>14 sorry -- FGE-7, the self-assessment report.</p> <p>15 A. [FRANCAZIO] Do you have a page?</p> <p>16 Q. I'm saying, have you had a chance to review</p> <p>17 the self-assessment report?</p> <p>18 A. [FRANCAZIO] Yes, definitely.</p> <p>19 Q. In your opinion, do you think the report</p> <p>20 addresses everything Fitchburg Gas and Electric</p> <p>21 needs to improve?</p> <p>22 A. [FRANCAZIO] From an operating perspective</p> <p>23 and a tactical perspective, all those components</p> <p>24 that were identified here will definitely enhance</p>

<p style="text-align: center;">186</p> <p>1 the operation. I think the piece that we are now 2 focused on is the overall implementation of the 3 recommendations. Again, you cannot focus on any one 4 component. It has to be the end-to-end process: 5 How do you bring all the pieces together so that you 6 have an effective restoration? So everything from 7 the planning piece all the way through to the actual 8 demobilization has to be identified and put into 9 some sort of procedures and process going forward. 10 So, yes, these are all the right 11 components, but there's no structure to it, so you 12 have to put it into a structure. And that's the 13 whole idea of ICS. 14 Q. As part of this new plan process you're 15 undergoing now, you're utilizing all the 16 recommendations in the self-assessment; is that 17 correct? 18 A. [FRANCAZIO] I'm using the self-assessment, 19 best practices, my experience, as well as, you know, 20 some of the things that we have done with other 21 companies, such as mutual-assistance type things. 22 We are leveraging that in ways that we haven't done 23 previously. 24 This whole thing about NEMA, for</p>	<p style="text-align: center;">188</p> <p>1 merit. 2 Q. Can you describe an example of what must be 3 done to ensure the recommendations result in 4 improved performance in its ERP? 5 A. [FRANCAZIO] Can you restate that question? 6 Q. Can you cite an example of one of the 7 recommendations that would result in improved 8 performance in the ERP. 9 A. [FRANCAZIO] Any one of these 10 recommendations? 11 Q. I'm asking for an example. You can pick 12 the example. Walk me through the process. 13 A. [FRANCAZIO] It talks about acquiring 14 resources. There's a whole process that goes with 15 acquiring resources, including having agreements 16 with contractors for our on-call process, as well as 17 standby and/or prestaging. There's also the 18 mutual-assistance process. You have to understand 19 how these two pieces link together. 20 The mutual assistance is usually 21 rendered after the event happens. You're not going 22 to get utility crews until after the event has 23 occurred, and they can determine how many other 24 companies have been impacted.</p>
<p style="text-align: center;">187</p> <p>1 instance -- and it's not highlighted in the document 2 itself. But as part of that process, we do have 3 contacts with MAMA and the mid-Atlantic groups, 4 other groups as well. All that has to be brought 5 into a procedure that isn't necessarily reflected 6 directly in here but will be reflected in the new 7 procedures going forward. 8 MS. KOEPNICK: What was the group that 9 you referred to? 10 WITNESS FRANCAZIO: The Mid-Atlantic 11 Mutual Assistance Group. 12 Q. Were you hired specifically to put together 13 the emergency response plan update? 14 A. [FRANCAZIO] As far as I know, yes, that is 15 one of my primary responsibilities. 16 Q. Can you name other primary 17 responsibilities? 18 A. [FRANCAZIO] Yes. I have business 19 continuity planning, safety, and environmental 20 compliance. 21 Q. Are there any recommendations in the self- 22 assessment report that are potentially superfluous 23 or not cost-effective? 24 A. [FRANCAZIO] No, I think they all have</p>	<p style="text-align: center;">189</p> <p>1 For instance, let's say that 2 Pennsylvania Power and Light has 50 crews. Well, 3 they're not going to give all 50 crews to one 4 utility, usually. It's split. They like to help 5 multiple utilities. 6 So you have to understand that when 7 you're in the process of getting those crews, so you 8 have to augment that with contractors. Now, 9 contractors you can bring in earlier in the process, 10 and those are the folks that you typically would 11 prestage prior to the event. 12 So the whole management of the crews -- 13 and that's just acquiring the crews. Then comes the 14 logistics component. So what we're talking about is 15 how do you handle logistics? It's highlighted in 16 the section, in here, that you need to have a robust 17 logistics group that's going to ensure that those 18 folks are going to be bedded down, fed, and that you 19 can actually manage them in the field. 20 So, as I said earlier, you can't pick 21 one piece and say that you're going to do that well. 22 You have to do everything well if you're going to 23 have a successful restoration. 24 So it is the implementation of an entire</p>

<p style="text-align: center;">190</p> <p>1 process and plan that's really going to make the 2 difference. That's the best answer I can give you. 3 Q. Based on the fact that you need to have 4 good implementation of your plan to respond properly 5 to a storm event, do you think any of your 6 recommendations as well as the recommendations from 7 the self-assessment report would have had a positive 8 impact on the company's response to the 2008 ice 9 storm? 10 A. [FRANCAZIO] I think the company has 11 already said that it would. We agree that it would. 12 Q. You had stated earlier today that you were 13 in Fitchburg Gas and Electric's territory as an 14 employee of National Grid in response to their 15 request for assistance. Is that correct? 16 A. [FRANCAZIO] Correct. 17 Q. Would you please describe your thoughts 18 about the state of the FGE system, Fitchburg Gas and 19 Electric system, when National Grid crews arrived. 20 A. [FRANCAZIO] Well, I think the damage that 21 we encountered when we got there was as significant 22 as I had seen in any other locations. It was 23 basically ground zero for Massachusetts. It was 24 really devastating.</p>	<p style="text-align: center;">192</p> <p>1 a Saturday. On the 20th I went there. We assessed 2 the situation. We brought in some crews, started 3 bringing in our crews. And it was really on Sunday 4 that we brought the bulk of the crews in. 5 MR. CHAN: Madam Hearing Officer, can I 6 have one moment off the record? 7 MS. KOEPNICK: Sure. Let's go off the 8 record. 9 (Discussion off the record.) 10 MS. KOEPNICK: Let's go back on the 11 record. Please continue. 12 Q. Do the recommendations of the self- 13 assessment sufficiently address the issues of 14 initial damage assessment and determination for 15 crews needed? 16 A. [FRANCAZIO] Is that -- 17 Q. That's a question. 18 A. [FRANCAZIO] Of course, it doesn't describe 19 the process. It describes the fact that you need to 20 do a damage assessment, and that that should be the 21 basis for your estimated restoration times and the 22 number of crews required to complete the work. 23 Q. When you arrived on December 20th, did you 24 participate in damage assessment?</p>
<p style="text-align: center;">191</p> <p>1 The folks that had been working there 2 had been working for almost a week and a half. They 3 were very much giving all that they could in 4 relation to that event. I think the area that 5 needed some additional work in how we started our 6 process -- 7 And again, going into any area, I would 8 always start from ground zero with my processes. I 9 need to know exactly how I want to move forward with 10 my restoration. 11 We took the information that was 12 provided by Unitil, we matched it with our 13 processes, and then we began our restoration. The 14 area that we didn't have clear visibility, and I 15 think came up today, is exactly what the overall 16 estimated restoration time was going to be for the 17 remaining customers. So that was one of the things 18 that we had to immediately identify, get that 19 squared away, and then make sure that we adjusted 20 the resources that we were going to get done, as far 21 as setting the objectives for the restoration. 22 Q. Refresh my memory. What date did you 23 arrive at Fitchburg Gas and Electric's territory? 24 A. [FRANCAZIO] I went on the 20th, which was</p>	<p style="text-align: center;">193</p> <p>1 A. [FRANCAZIO] I did. 2 Q. Was it acceptable for Fitchburg Gas and 3 Electric to wait until National Grid crews arrived 4 before obtaining more crews? 5 A. [FRANCAZIO] Can you repeat the question? 6 Q. Was it acceptable for Fitchburg Gas and 7 Electric to wait until National Grid crews arrived 8 before obtaining more crews? 9 A. [FRANCAZIO] I don't think it was a 10 conscious decision not to obtain crews. I think 11 they were trying to get crews throughout the 12 process. It just so happens that we had completed 13 our restoration, had crews available, and we went to 14 help Unitil. It's not to say that they weren't 15 looking for crews at the time. I'm sure they were 16 desperate for getting crews. 17 Q. Now that you've reviewed the self- 18 assessment and worked for the company and looking 19 back in time to the event, do you believe that the 20 company could have secured some crews prior to 21 National Grid? 22 A. [FRANCAZIO] I think they did secure crews 23 prior to National Grid. They had over 100 crews, I 24 think, working at the time. So I think they did</p>

<p>194</p> <p>1 fulfill that piece of it.</p> <p>2 I mean, once the crews are utilized in</p> <p>3 the region, it's very difficult, you know, after</p> <p>4 four days into the event -- most of the local crews</p> <p>5 and regional crews are pretty much taken at that</p> <p>6 point in time. I mean, you have to travel a</p> <p>7 significant distance to bring in additional crews at</p> <p>8 that point. The most expeditious way is obviously</p> <p>9 when the crews are released from other utilities.</p> <p>10 A. [MEISSNER] Just to clarify, since you're</p> <p>11 talking about what FG&E did before Rich arrived:</p> <p>12 The company made repeated efforts to get crews</p> <p>13 throughout the week. I think if you look at the</p> <p>14 responses to data requests, the number of crews in</p> <p>15 Fitchburg increased throughout the week as</p> <p>16 additional crews were available and had, in fact, I</p> <p>17 think, reached 99 crews as of Friday. So the</p> <p>18 company was trying to get crews throughout the week.</p> <p>19 Q. Mr. Francazio, based on your experience on</p> <p>20 December 20th, arriving at Fitchburg Gas and</p> <p>21 Electric, in your opinion, would better damage</p> <p>22 assessment have resulted in a better focus for the</p> <p>23 crews, in obtaining additional crews?</p> <p>24 A. [FRANCAZIO] Well, when I arrived, they had</p>	<p>196</p> <p>1 parties, I'm going to adjourn us for the day. We'll</p> <p>2 resume this evidentiary hearing tomorrow in the same</p> <p>3 hearing room at 10:00 a.m.</p> <p>4 There being no objections, we are</p> <p>5 adjourned.</p> <p>6 (4:42 p.m.)</p> <p>7</p> <p>8</p> <p>9 REPORTER'S CERTIFICATE</p> <p>10 I, Alan H. Brock, the officer before</p> <p>11 whom the foregoing proceedings were taken, do</p> <p>12 certify that this transcript is a true record of the</p> <p>13 proceedings on May 11, 2009.</p> <p>14</p> <p>15</p> <p>16 _____</p> <p>17 Alan H. Brock, RDR, CRR</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p>
<p>195</p> <p>1 done a damage assessment. They had a pretty good</p> <p>2 idea at a higher level as to the amount of damage</p> <p>3 that they had and the fact that they did need</p> <p>4 additional resources. They did not have as detailed</p> <p>5 a process as we implemented, which was very specific</p> <p>6 as to location and type of work that had to be</p> <p>7 performed.</p> <p>8 So on a global basis, I think they had a</p> <p>9 good idea that they definitely needed more</p> <p>10 resources. They did do a damage assessment. It is</p> <p>11 just different than the one we implemented at that</p> <p>12 point in time.</p> <p>13 MR. CHAN: Madam Hearing Officer, I'm at</p> <p>14 a point where it's good to break my cross and</p> <p>15 continue tomorrow.</p> <p>16 MS. KOEPNICK: I think this would be a</p> <p>17 good place to break for today, if the parties are</p> <p>18 agreeable. This does not end the Attorney General's</p> <p>19 cross-examination of the panel. We'll continue with</p> <p>20 the remainder of the Attorney General's cross</p> <p>21 tomorrow as well as cross from Lunenberg and then</p> <p>22 the Bench, before proceeding to direct and cross of</p> <p>23 Mr. Yardley.</p> <p>24 So if there are no objections from the</p>	<p>197</p> <p>1 <u>I N D E X</u></p> <p>2</p> <p>3 EXAMINATIONS</p> <p>4 THOMAS P. MEISSNER, JR., GEORGE R. GANTZ, MARK</p> <p>5 LAMBERT, RAYMOND LETOURNEAU, and RICHARD</p> <p>6 FRANCAZIO</p> <p>7 MS. PURCELL 12</p> <p>8 MS. MERRICK 26</p> <p>9 MR. CHAN 144</p> <p>10</p> <p>11 RECORD REQUESTS</p> <p>12 Record Request AG-1 79</p> <p>13 Record Request AG-2 139</p> <p>14 Record Request AG-3 149</p> <p>15</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p>

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